



Alaska Small Business
Development Center

UAA BUSINESS ENTERPRISE INSTITUTE

Alaska SBDC

Business Plan Template

Table of Contents

3	Executive Summary	
4	Company Summary	
	Company Location and Facilities	
	Objectives	
5	Product & Services	
	Product & Service Description	
	Main Competitors	
	Competitive Comparison	
6	Planning and Strategy: Industry & Market Analysis	
	SWOT Analysis	
	Target Markets	
	Customer Profile	
	Target Market Segment Strategy	
	Market Needs	
	Market Trends	
	Market Seasonality	
	Industry Analysis	
8	Marketing & Sales	
	Value Proposition	
	Benefits & Features	
	Branding Statement	
	Customer Persona	
	Tactical Marketing Strategies	
	Sales Strategy	
	Pricing & Compensation Strategy	
	Strategic Partnerships	
	Up-Sell Strategies	
	Distribution Strategy	
11	Leadership	
	Mission / Vision	
	Company Core Values	
	Organizational Structure	
	Management Team	
	Personnel Plan	
12	Operations	
	Sourcing	
	Production & Manufacturing	
	Inventory Management	
	Marketing	
	Customer Service	
	Quality Control	
13	Human Resources	
	Staffing	
	On-boarding	
	Retention	
	Development	
	Adjustment	
14	Financials	
	Fiscal Performance & Monitoring	
	Loan Summary (optional)	

Executive Summary

Broad overview - The opening statement should address the basics of location, business form, and stage of your operation. It should also catch the reader's interest to encourage further reading.

Product/service - Briefly explain what you are selling and why you believe there is a market for it. Use this section to sell your product or service and convince the reader of the probability of success.

Market - Describe which market segment you will capture and the size of your initial and long-term market share. Discuss your product rollout plan, marketing strategy, and advantages over the competition.

Management - Describe how your business will be managed and by whom. Describe the skills and experience possessed by you or your manager and how these skills will contribute to the success of the business.

Funding - Describe funds and resources invested to date and what funds you are looking for.

Time frame - Summarize the current state of your business and the time frame for start-up or expansion.

Goals and objectives - Provide a concise list of specific and tangible goals by which you can measure successes later. Provide a brief overview of the desired scope of your business. Describe how you plan to achieve success.

Keys to Success - Why will your business succeed in attracting customers? Make short, direct statements about how your business will operate for success. Make a bulleted list of the key points of your business strategy, such as:

- Low pricing and convenient location

- Aggressive advertising for value-added products

- Customer service for a loyal customer base.

Company Summary

- ❑ Basic information about the business: legal name, operating name, and contact information.
- ❑ Summarize the purpose of the business, how the business is unique, and fills a potentially untapped market.
- ❑ Summarize the overall strategies and objectives of the business, the products that will be offered and the current stage of the business development and/or history.

Free Video: [How To Acquire An AK Business License](#)

Website: [Reserving a business name in Alaska](#)

Company Location and Facilities

- ❑ Brief description of the location and facilities, square footage, and lease agreements.
- ❑ Description of the surrounding area and why this will be advantageous to your business.
- ❑ Include potential critical factors for the location such as accessibility, pedestrian traffic, vehicle traffic patterns, parking options, and customer demographics as they relate to your business

Article: ["Should your business be a Location or Destination to be successful?"](#)

Article: ["Factors of Production"](#)

Objectives

- ❑ The objectives set will determine what the business will achieve and the measures that will be used to determine if the objectives are successfully completed.
- ❑ Objectives must be set using S.M.A.R.T criteria. (Specific, Measurable, Attainable, Relevant and Timely).

Article: ["10 Most Important Business Objectives"](#)

Website: ["What are SMART Goals?" along with Downloadable Worksheet"](#)

Key Performance Indicators

- ❑ Plan identifies how the business will measure success in completing set goals.
- ❑ Key indicators are identified that demonstrate progress towards goal completion.

Article: [Key Performance Indicators](#)

Products & Services

Product & Service Description

- ☐ Include an overview of the products and/or services offered by your company.
- ☐ Identify primary features and benefits, & value to the customer
- ☐ Describe the product/services in detail.

Article: [How to write a great product and service description](#)

Article: [How to excite readers with product section of your business plan](#)

Main Competitors

- ☐ Identify main competitors in your market.
- ☐ Identify potential secondary competitors that could affect your business.

Competitive Comparison

- ☐ Include the differentiating aspects of your product(s) and/or service(s) such as pricing, service, and value. Comparison table is a traditional method for competitor analysis. Make a list of factors and score the factors one by one for all the competitors.
- ☐ Identify competitor weaknesses/strengths.
- ☐ Identify any barriers of entry into the market your business may face that could present challenges or create opportunities.

Article: ["5 Ways to Compare Competitors" Competitive Matrix Examples](#)

Factors	My Business	Competitor 1	Competitor 2	Competitor 3
Factor 1				
Factor 2				
Factor 3				
Factor 4				

Planning & Strategy

Industry & Market Analysis

- ❑ General scope of the industry, market demands, buying habits, target markets, characteristics unique to the particular market, and potential customers.
- ❑ Include overview of current industry performance, key external drivers, and outlook.
- ❑ Consider competitive landscape, market share, key success factors, and barriers to entry.

Article: [Industry Analysis: "Know Your Industry Before You Start Your Business"](#)

Article: ["Analyzing your industry" by Amy Fontinelle- investopedia.com](#)

SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none">• What advantages does your organization have?• What do you do better than anyone else?• What unique or lowest-cost resources can you draw upon that others can't?• What do people in your market see as your strengths?• What factors mean that you "get the sale"?• What is your organization's <u>Unique Selling Proposition</u> (USP)?	<ul style="list-style-type: none">• What could you improve?• What should you avoid?• What are people in your market likely to see as weaknesses?• What factors lose you sales?
Opportunity	Threats
<ul style="list-style-type: none">• What good opportunities can you spot?• What interesting trends are you aware of?• Useful opportunities can come from such things as:<ul style="list-style-type: none">• Changes in technology and markets on both a broad and narrow scale.• Changes in government policy related to your field.• Changes in social patterns, population profiles, lifestyle changes, and so on.• Local events.	<ul style="list-style-type: none">• What obstacles do you face?• What are your competitors doing?• Are quality standards or specifications for your job, products or services changing?• Is changing technology threatening your position?• Do you have bad debt or cash-flow problems?• Could any of your weaknesses seriously threaten your business?

Article: ["SWOT Analysis Discover New Opportunities. Manage and Eliminate Threats"](#)

Target Markets

- ☐ A **target market** is the specific group of people you want to reach with your marketing message. They are the people who are most likely to buy your products or services, and they are united by some common characteristics, like demographics and behaviors.
- ☐ Define your primary and **secondary target markets**. Indicate the typical profile of your target customer based on research of demographic and geographic data (age, income, family size, buying patterns).

Article: ["What is a target market?"](#)

Customer Profile

- ☐ A short write-up that clearly illustrates that you understand who your target market customers are.
- ☐ Describe the **demographic characteristics** of the people (buyers) inside your target (age, income, location, job title if B2B, etc.).
- ☐ Describe the **psychographic characteristics** of your target customers (daily habits, likes, dislikes, buying patterns, annual habits, hobbies, etc.).

Article: [Consumer Profile: Defining the ideal Customer](#)

Target Market Segment Strategy

- ☐ **Marketing strategy** will be based on delivering the right information to the right target customer.
- ☐ Describe the strategy for reaching each primary and secondary target markets.

Article: [Target Market Segment Strategy](#)

Article: [Target Market Segment Strategy \(2\)](#)

Market Needs

- ☐ Identify **market gaps** and how your business will service those needs.
- ☐ Identify the potential **market share** percentage your business expects to gain, explain the logic behind assumptions.
- ☐ Address potential for changing market needs, ensure your analysis is based on information that is accurate and current.

Article: [What does marketplace needs mean?](#)

Article: [How to research the market and identify opportunities](#)

Market Trends

- ☐ Identify **trends** that have previously, currently or could affect the market in the future.
- ☐ Identify any customer or regulatory requirements that could affect the business and how compliance will be maintained.
- ☐ Identify any cyclical/seasonal purchasing trends.

Market Seasonality

- ☐ Describe the seasons associated with revenue peaks and valleys.
- ☐ Identify strategies for weathering the off-seasons.

Article: [What is market seasonality?](#)

Marketing & Sales Strategy

- ☐ Summarize how you will be marketing your products or services (offline, online, lead generation, seasonal promotions, markets, fairs) etc.

Article: [What is a marketing strategy?](#)

Value Proposition

- ☐ Identify the service(s) and/or feature(s) of your business/products that make your company attractive to customers.
- ☐ The opportunity or value proposition of the business is clearly identified and described.

Article: [What is a value proposition?](#)

Benefits & Features

- ☐ Clearly identify the benefits of doing business with your company and major products or services; benefits typically are one to three words and are the emotional value of your product/service to your customer (example: a dentist office promotes “comfortable” as the benefit).

Article: [Feature vs. Benefit: what's the difference?](#)

Branding Statement

- ❑ A clear statement that defines the benefit of your product to your target customer, and states how you are different from your competitors. The core message that is delivered to all customers and stakeholders. Use the words you want to hear when customers describe your business.
- ❑ Define how your image is projected into the market (why specific colors were chosen, uniforms/dress codes, marketing collateral style, location description).

Article: [What is a brand statement?](#)

Article: [What are customer personas?](#)

Tactical Marketing Strategies

- ❑ Your tactical strategies should identify all advertising options and costs to execute a sustained strategy. Identify the specific tactical strategies that you will use to get your business known in your market and to generate leads and customers in the key areas of your:
- ❑ A digital marketing strategy. Consider the use of the websites, social media, lead generation, search engine optimization, email, RSS feeds, webinars, recorded downloads and blogging.
- ❑ A direct marketing strategy. Direct mail & direct sales.
- ❑ A public relations & media strategy. Identify industry influencers (media/blogging) and strategies for getting coverage.
- ❑ A networking & personal marketing strategy. Identify opportunities for face-to-face marketing.
- ❑ A customer service, relationship, & development strategy. Identify systems and strategies for developing customers into “fans” for repeat business and word-of-mouth referrals.

Article: [Designing a Proven Market Target Strategy](#)

Article: [What is a Target Marketing Strategy?](#)

Sales Strategy

- ❑ Describe how you will be selling your products or services (online, offline, direct sales associates, cold-calling, lead generation, seasonal promotions, markets, fairs) etc.

Resource: [Sales Strategy](#)

Resource: [25 proven sales strategies](#)

Pricing & Compensation Strategy

- ❑ Describe how your product/services are priced and why.
- ❑ Describe your pricing strategy - will you be the low-cost provider (and how do you remain profitable); high-cost (and what is your value proposition to support that pricing strategy). If sales force is used, identify how they will be compensated.

Article: [The ultimate guide to pricing strategies](#)

Article: [What is a pricing strategy?](#)

Strategic Partnerships

- ❑ Identify key partnerships with customers, stakeholders, peers, and how they will be leveraged strategically to grow your business.
- ❑ Identify your key strategic partnership and describe the type of partnership and value to your company.
- ❑ Identify the additional partnerships you will deploy for selling (affiliates, licensed associates, distributors, channel partners, and more).

Distribution Strategy

- ❑ Detail how the product is distributed. Consider avenues such as direct sales force, distribution agreements, wholesale, and online.

Article: [What is a distribution strategy?](#)

Leadership

Ownership

- ❑ Talk about yourself, and any other owner(s) of the business. Discuss your background as it relates to managing this type of business.
- ❑ Identifies the legal form of ownership: (sole proprietorship, partnership, C corporation, S Corporation, Limited Liability Company LLC)

Article: [Choose Legal Business Structure](#)

SBA Tools: [Choose a business structure](#)

Workshop: [LLCs in Alaska \(business structures\) workshop](#)

State of Alaska Corporations Website: [Formation and Forms](#)

Mission

- ❑ The mission statement for the business is clear, concise and ultimately describes the entities purpose for being.
- ❑ Mission Statement should provide the employer and employees with an overall strategic direction.

Article: [4 techniques for crafting a mission statement](#)

Vision

- ❑ A vision statement will communicate the company's goals and inspire strategic direction.

Wiki: [What are vision statements?](#)

Company Core Values

- ❑ Guiding principles that will dictate all actions and behavior in your business.

Article: [What are company core values and how to define them](#)

Organizational Structure

- ❑ Identify organizational structure, "who is in charge of what."

Article: [Organizational Structure](#)

Article: [How to make an Organizational Chart](#)

Management Team

- ❑ The primary goal of your management team is to provide order and consistency in daily operations. Describe how the management team members' background and experiences contribute to successful operations. Consider technological, entrepreneurial, business, and policy experience. Attach all resumes/CVs in appendices.

Personnel Plan

- ❑ Detailed monthly personnel plan and strategy for the first fiscal year.
- ❑ Information from your salaries and wages tab in your SBDC financial model can be used here in detail.

Operations

- ❑ Operations Management is the administration of business practices to create the highest level of efficiency possible within an organization. In other words, it's the management of how we get things done. Describe how your business oversees, designs, and controls operations in the following Key Areas.

Article: [What are Operations?](#)

Article: [Operations Management](#)

Resources: [Lean Six Sigma](#)

Resources: [Baldrige Performance Excellence](#)

Sourcing

- ❑ Identify all major suppliers; include how supplies are delivered to your location. How you will maximize profits with continued management of resource purchasing.

Resource: [What does sourcing mean?](#)

Production & Manufacturing

- ❑ Clearly define manufacturing/production requirements.

Resources: [Lean Six Sigma](#)

Resources: [Baldrige Performance Excellence](#)

Inventory Management

- ❑ Process for the management of inventory being brought in and out of a company. Consider receiving, storage, labeling, tracking, improving inventory turnover.

Article: [What is inventory management](#)

Marketing

- ❑ Description of the management of the end-to-end process of Marketing, the planning, budgeting, execution and analysis of the Return on Marketing Investment.

Article: [Calculating ROI](#)

Customer Service

- ❑ The process of how you listen to the voice of your customer, collect the data, review the data and use the data to improve performance.

Article: [How to measure customer satisfaction](#)

Quality Control

- ❑ The process of how you ensure what is designed and manufactured is produced to meet and exceed the needs of customers.

Article: [What is quality control?](#)

Human Resources

- ❑ Human Resource Management is responsible for the personnel sourcing and hiring, training, professional development, compliance with regulations and benefits administration in a business. Consider Staffing, On-Boarding/Training, Retention, Development, Adjustment and Managing change.

Resource: [HR.org](#)

Article: [Complete Guide to HR for Small Businesses](#)

Staffing

- ❑ How you identify the work to be done, the number of people needed and the skills required of staff.

On-boarding

- ❑ Your onboarding/Training process for new employees is defined.
- ❑ Consider the 4 C's of Onboarding when developing your process:

Compliance- teaches employees basic rules and regulations.

Clarification- ensures that employees know job roles and expectations.

Culture- includes providing employees with a sense of organizational norms

Connection- helps employees establish interpersonal relationships and information networks.

- ❑ Consider Staff Meetings, Mentoring, Policy & Procedure Manuals, and Employee Handbooks.

Article: [4 C's of Successful Onboarding](#)

Retention

- ❑ How you will reward employees for performing their jobs effectively, ensure harmonious working relations between employees and their managers & maintain a safe, healthy work environment.

Article: [Effective Employee Retention Strategies](#)

Development

- ❑ Development focuses on preserving and enhancing your employees' competence in their jobs by improving their knowledge, skills, abilities and other characteristics. Consider how your business ensures/manages professional development.

Article: [Improving through employee professional development](#)

Adjustment

- ❑ How your business will remain in compliance with federal and state laws, as well as with your organization's policies.

Article: [Importance of Compliance in Business](#)

Financials

- ❑ The management of an organization's financial resources should be set to achieve your business objectives while maximizing value. Describe the process of how your business will set objectives; analyze data when making financial decisions, track, and review performance.

Resource: [Zion Bank Resource Center](#)

Business Builder Booklets: [Business Plan](#), [Profit and Loss](#), [Cash Budget](#), [Balance Sheet](#), [Cash Flow Statement](#), [Financial Ratios](#), [Analyzing Profitability](#)

Fiscal Performance & Monitoring

- ❑ Establish a process for review of ratio scorecard and key performance indicators.
- ❑ Financial Ratios will serve as key fiscal health indicators, Quarterly ratio scorecard reviews will include the following categories & ratios monitored:

Liquidity -Current, Quick

Safety - Debt-to-equity, Interest Coverage

Profitability - Gross Margin, Net Margin, Return on Assets, Return on Equity

Efficiency - Inventory Days, Accounts Receivable Days, Accounts Payable Days, Profit Per Employee

Article: [Financial Ratios & Definitions](#)

Article: [6 Financial Ratios for Small Business Owners](#)

Resource: [Online Financial Calculators](#)

Loan Summary (optional)

By visiting the [Financial Model from the Alaska SBDC](#), you are able to download an excel model which will be used for creating a 3 year set of financial projections. This financial model may be utilized by existing businesses to test any “what if” scenarios before making financial decisions. When completed, this model will include:

1. Required funds and the anticipated use of funds.
2. Salaries and wages forecasts for 3 years of operations.
3. Fixed expense budget for 3 years of operations.
4. Sales forecasts for 3 years of operations.
5. Income Statement & Balance sheets for 3 years of operations.
6. Cash flow sheet for 3-5 years of operations.
7. Demonstration of adequate cash flow.
8. Demonstration of when the business is at the break-even point.

Article: [Creating Financial Projections](#)

Resource: [Financial Model from the Alaska SBDC](#)