

# Interactive Business Planner Workbook

## Service-Type Business Plan



11-2<sup>nd</sup> Street N.E.  
Portage la Prairie, Manitoba R1N 1R8  
Phone: 1-204-239-0135  
Phone: 1-877-472-7122  
Fax: 1-204-239-0176  
[www.cfheartland.ca](http://www.cfheartland.ca)

**The following booklet is compiled from the questions taken directly from the Interactive Business Planner developed by the Canada Business Service Center. The website is [www.cbsc.org/ibp](http://www.cbsc.org/ibp)**

**The purpose of this booklet is to assist potential entrepreneurs with a business plan in cases where they don't have convenient access to a computer and can prepare their work before going to a library or a friends house to access the web site. In some cases, Community Futures Heartland staff may be able to type out the answers from this booklet, to further assist some clients.**

## **Are you ready to start your business plan?**

The IBP is structured into 11 sections and each section has a number of topics, corresponding to the parts of a business plan. For each topic, we have developed a question that we want you to answer in the box or boxes provided. Remember that your words will be printed out in your business plan, so use sentences.

We have put the sections and topics in the order we feel will be easiest for you to complete. Starting with this Business Overview section, you can complete your plan by simply using the Next button to go from screen to screen. However, feel free to complete the sections and topics in any order you want. To jump around within the IBP, you can use the Map button to select any topic within any section to work on. You do not have to complete each topic; if you have not completed a topic, it will simply be left out when you print your business plan.

The purpose of this section, the Business Overview, is to introduce the reader to your business. In this section, we will ask you to provide the history of your business, develop a vision and mission statement, define your business objectives, and describe the ownership, location and facilities of your business.









## **PRODUCTS AND SERVICES**

The purpose of this section is to introduce the reader to the products and services you will be selling. In this section we will ask you to:

- provide a description of your products and services and their key features;
- describe your production process and any comparative advantages you may have; and
- highlight any future plans you have to upgrade existing products or introduce new products and/or services.

### **Description of Products and Services**

#### **Instructions:**

Briefly describe the products and/or services that your business will be selling.

#### **Sample Answer:**

The primary types of services we will provide include market feasibility studies, business plans, re-engineering strategies, organizational reviews, strategic planning, seminars and workshops.

Our services include the development of:

- **Market Feasibility Studies** We develop market feasibility studies for businesses that want to market new products or technologies. Some of these companies are looking for government funding to commercialize the technology or product. Our market feasibility studies include a full assessment of potential markets, competitive analysis, and the financial viability of commercializing the product.
- **Business Plans** We will develop full business plans for start up and existing businesses requiring financing, introducing new products, entering new markets, and restructuring.
- **Other Services** Our other services will include operational reviews, strategic planning, and development of corporate re- engineering strategies.
- **Seminars and Workshops**

We will offer seminars to small and medium sized businesses. The seminars will focus on key management issues for small and medium sized operators such as market analysis, product commercialization, how to write a business plan, marketing strategies, customer service etc. Attendance will vary but should average 20 to 30 people each.

The workshops will be developed to help small and medium sized businesses write business plans. This service is currently unavailable in the area. Workshops will be held





















---

---

---

---

---

## MARKETING STRATEGY

Now that readers understand your industry, they will want to know how your business will fit in. In this section we will ask you to describe your [marketing strategy](#). In particular, we will ask you to:

- define your target markets;
- describe your competitors and your competitive position; and
- outline your pricing, promotional and distribution strategies.

### **Target Markets**

#### **Instructions:**

In the last section you described the key market segments within your industry. Which of these customer groups or market segments will your business specifically target? You can define your [target markets](#) both by type of customer and by geographic region. Explain how your target markets may change during the term of the business plan.

#### **Sample Answer:**

Our target markets will be small and medium sized new and existing businesses in the surrounding region. We will also submit proposals in response to any Request for Proposals we receive as well as for any relevant provincial and federal government contracts.

#### **Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

---

---

---

---

---









---

---

---

---

---

---

---

---

---

---

## **MANAGEMENT AND STAFFING**

Management and staffing is a very important section of a business plan. Many investors say that they invest in people, not in businesses. Readers will want to know that your management team and staff have the necessary expertise and experience to be able to implement the business plan.

In this section we will ask you to:

- describe the structure of your organization;
- summarize the expertise and experience of your management team; and
- identify your staffing needs and any labour market issues.

### **Organizational Structure**

#### **Instructions:**

Describe the management and staffing structure of your business. Discuss how many employees you currently have and how many you expect to have over the next three years. What are the key positions within your business and what are the reporting relationships between those positions?

#### **Sample Answer:**

Business Success is a sole proprietorship that will be run and managed by the owner, Mark B. Assets. All administrative and accounting duties will be contracted out. Any additional staff required will be obtained on a subcontract basis.

#### **Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

---

---

---

---

---

---

## Management Team

### Instructions:

Who are the key people on your management team? List and give a brief description of each member of your management team including their position, key functions, and relevant experience. Attach resumes for each member of the management team to the end of the business plan. Discuss the strengths and weaknesses of the management team (including any positions which are not currently filled) and how these weaknesses will be dealt with.

### Sample Answer:

Mark B. Assets is a Certified Management Consultant and a member of the Institute of Management Consultants of British Columbia. He has a commerce degree from the University of Brigham and a Masters in Business from the University of South Seymour. Mark B. Assets has been a consultant for 15 years with Smith and Smith, specializing in small and medium sized businesses and government clients. This meant the elimination of their small business division. Mark B. Assets decided to continue to provide specialized consulting services to small and medium sized businesses. Mark B. Asset's resume is attached at the end of this business plan

### Your Plan (Maximum 350 to 400 words):

---

---

---

---

---

---

---

---

---

---

## Staffing

### Instructions:

Discuss how you will fill the key non-management jobs within your business. Highlight the qualifications and level of experience you will require, the wage rates and benefits you will pay, and what training you will provide.

### Sample Answer:

No full time staff will be hired at Business Success Consulting for at least three years. Any additional staff required to complete client contracts will be hired on a subcontract

basis in order to keep labour costs low.

**Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

---

---

---

### **Labour Market Issues**

**Instructions:**

Discuss any factors that could affect your ability to find, hire and keep employees.

**Sample Answer:**

There is no shortage of qualified consultants in the area who work on a subcontract basis for a number of consulting firms. However, timing can be a problem in that it may be difficult to find consultants with a specific type of expertise who have time available when needed.

**Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

---

---

---

## **REGULATORY ISSUES**

Any business is affected by regulatory issues. In this section, we will ask you to identify any:

- patents;
- copyrights;
- trademarks;
- licenses;
- permit requirements; or
- other regulatory issues affecting your business.

### **Intellectual Property Protection**

**Instructions:**

Will your products, services or processes be protected by [patents](#), [copyrights](#), and [trademarks](#)? If so, please describe what is covered. If no, leave this section blank.

**Sample Answer:**

Business Success will have their seminar and workshop materials protected by copyrights.

**Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

### **Regulatory Issues**

**Instructions:**

What other regulatory issues could directly affect your operations? For example, are you in a regulated industry? Will your business require licenses and permits? What steps are you taking to address these issues?

**Sample Answer:**

The only licences required to operate a consulting firm is a business licence. The consulting industry is not regulated; however the Institute of Management Consultants of British Columbia is working towards developing minimum industry standards.

---

---





---

---

---

---

---

## **IMPLEMENTATION PLAN**

In your business plan you have identified a series of things that you are going to do. It is useful to the reader to summarize these, and to identify who will do them and when they will be done.

### **Implementation Activities and Dates**

#### **Instructions:**

When will the key activities and initiatives in your business plan be implemented and who will be responsible for their implementation?

#### **Sample Answer:**

Within the next several months Business Success Consulting will undertake the following activities:

1. Mark B. Assets is in the process of obtaining a bank loan for \$10,000 to start up Business Success.

be developed.

3. A corporate brochure will be developed within the first two weeks to be distributed to potential clients and local business leaders and resources

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## **EXECUTIVE SUMMARY**

The Executive Summary can be the most important section of your business plan because people will read it first and it may be the only section they read. Although it will be printed out first, the Executive Summary should be done last after you have completed the other sections. The keys to a good Executive Summary are that:

- it should be short (2 pages at most);
- it should highlight what is important in your plan; and
- it should get the reader excited about your business.

### **Business Description**

#### **Instructions:**

Briefly describe your business and highlight the key features of your products and services.

#### **Sample Answer:**

Business Success Consulting is a new business located in North Creek, British Columbia, specializing in consulting services for small and medium sized businesses. Primary services will include market feasibility studies, business plans, operational reviews, re-engineering, strategic planning, seminars and workshops. Our mission is to provide our clients with business services that help them become more successful and to become a leader in consulting to small and medium sized businesses.

To keep our overhead costs low, Business Success Consulting will be located in the home of Mark B. Assets. The home is equipped with a computer, fax machine and photocopier.

#### **Your Plan (Maximum 350 to 400 words):**



---

---

## Key Initiatives and Objectives

### Instructions:

Highlight the key initiatives and objectives that are outlined in your business plan.

### Sample Answer:

Business Success Consulting is currently in the process of obtaining a bank loan for \$30,000 to finance the start up of the business. Our key objective during the first 12 months of operation is to develop a profitable consulting business. To do this, a strong client base will be developed through networking with local business leaders and business associations, affiliating with small business loan divisions of the local banks, and holding seminars and workshops. During the first four months of operations eight small business seminars and four small business workshops will be developed.

### Your Plan (Maximum 350 to 400 words):

---

---

---

---

---

---

---

---

## Marketing Opportunities

### Instructions:

Provide an overview of the marketing opportunities for your business.

### Sample Answer:

Due to high overhead costs Smith and Smith recently restructured to focus more on large corporate and government clients. This meant the elimination of their small business division. Large consulting firms such as Smith and Smith typically target larger businesses and government contracts; thus creating an opportunity for smaller consulting firms such as Business Success Consulting to provide small and medium sized businesses with affordable consulting services.

There are currently no other firms that specialize in this type of consulting located within the region. Mark B. Assets left Smith and Smith to continue to provide small and medium sized businesses with much needed affordable consulting services.

**Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

---

---

---

## **Competitive Advantages**

**Instructions:**

Summarize the main competitive advantages of your business.

**Sample Answer:**

The key competitive advantages of Business Success Consulting are the small business experience and expertise of Mark B. Assets as well as the business's relatively low overhead costs compared to competitive consulting firms. Mark B. Assets is a Certified Management Consultant with extensive consulting experience for small and medium sized businesses.

Overhead costs are comparatively low because Business Success Consulting will be based at the home of Mark B. Assets and labour costs will be low as there are no other full time employees.

**Your Plan (Maximum 350 to 400 words):**

---

---

---

---

---

---

---

---

## Marketing Strategy

### Instructions:

Briefly describe the key components of your marketing strategy.

### Sample Answer:

Our target markets will be small and medium sized new and existing businesses in the surrounding region. Business Success will market its services by placing an ad in the yellow pages, listing with all local business and industry associations, developing a brochure to be distributed to lending institutions and clients, becoming an active member of a number of business and consulting associations, networking with the local business community, and developing workshops and seminars for small businesses. Our seminars and workshops will be used to promote our other consulting services. Attendees will be able to pick up our corporate brochure and ask any questions regarding the services we provide. The corporate brochure will outline Business Success Consulting's services and fee structure. The brochure will also highlight the past experience and level of expertise of Mark B. Assets. The brochures will be distributed at our workshops and seminars, to lending institutions, associations, key business leaders, and to potential clients.

Business Success Consulting will not do much advertising except for placing an ad in the local yellow pages. Within the next three years, Business Success Consulting may develop an Internet site highlighting key services, level of expertise and fee structure. Mark B. Assets will join local business associations to maintain contacts in the business community as well as to stay well informed about the business issues that are important to local businesses.

### Your Plan (Maximum 350 to 400 words):

---

---

---

---

---

---

---

---

---

---

\*\*At this point, the financial projections haven't been made, so please omit this next question for now and return to it after completing the projections\*\*

### Summary of Financial Projections





