

BUSINESS PLANNING FOR ENTREPRENEURS

Facilitator's Guide



Youth Employment Services - YES
www.yes.on.ca

Business Planning for Entrepreneurs: Workshop At-A-Glance

Overview and Purpose

This workshop introduces participants to the basics of business planning, starting with the importance of planning at all stages of developing and running a business. Participants learn the steps of business planning and use a basic business plan template to create a draft business plan for their business idea. Participants also learn to balance business planning with the need for adaptability and flexibility in a rapidly changing business environment.

Time

The workshop is between three and six hours long. All timings provided in the Facilitator's Guide are approximate. Note that the timings for the slides don't add up exactly to three or six hours, because some of the activities can be extended or shortened. You can lengthen, shorten or leave out activities based upon the needs of your participants and the amount of time you have for the workshop. You should have short breaks at least every 90 minutes.

If you would like to split this workshop into two parts, divide it between marketing and finance, activities eight and nine.

Learning Outcomes

At the end of this workshop participants will be able to:

1. Discuss the importance of business planning at all stages of developing and running a business.
2. Identify the steps of a simple business planning process.
3. Create a simple business plan following a business plan template.
4. Discuss when and why an entrepreneur might not follow their business plans.

Leading Questions

As they complete this workshop, participants will think about and answer the following questions:

1. Do you like to plan? Why or not?
2. What is the purpose of a business plan?
3. What components should go into a business plan?

4. In which situations might you need to be flexible and adaptable with respect to your business plan?

Workshop Agenda

Introductions and Workshop Overview

1. Why Do We Need a Business Plan?
2. What Goes into a Business Plan?
3. Business Description
4. Vision Statement
5. Mission Statement
6. Goals and Objectives
7. Target Market
8. Marketing
9. Finance
10. Operations
11. Building a Basic Business Plan
12. Review and Wrap Up
13. Additional Resources

Appendix A: Business Canvas: Perfect Pet Services

Appendix B: Business Plan: Perfect Pet Services

Materials Needed

1. White board/Screen/Internet connectivity
2. Each participant should have a workbook and a device
3. PPT Presentation *Business Planning for Entrepreneurs*

Formative Assessment

Concept Check Multiple Choice Quiz (completed as a class).

Detailed Workshop Plan

Slide
1



Timing: Display as the participants come in.

Interaction Pattern: Whole class.

Materials Needed: None.

Procedures and Notes: None.

Slide
2



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: None.

Procedures and Notes: Introduce yourself as the instructor. Have each participant briefly state their name. Have each participant put a name card in front of them for your reference.

Slide
3



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: None.

Procedures and Notes: Review all of the housekeeping details indicated on the slide. For cell phone use, indicate that if they are expecting an urgent call, their phone should be on vibrate. Otherwise indicate it should be on silent. They should not respond to texts or emails during the workshop.

Slide
4

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: One Participant Workbook per participant.

Procedures and Notes: Direct participants to their Participant Workbooks. Have them put their names on them. Indicate that this is their record of the key information in the workshop and ideas they generate during the workshop. Indicate that there are several activities in which they may choose to use their cell phone/device.

Slide
5

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: None.

Procedures and Notes: Review your expectations for the participants. Indicate that your role is to guide them through the material and facilitate discussion.

Slide
6

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 2.

Procedures and Notes: Review the learning outcomes of the workshop, stressing the practical knowledge and abilities that participants will walk away with.

Slide
7

1. Why Do We Need a Business Plan?
2. What Goes into a Business Plan?
3. Business Description
4. Vision Statement
5. Mission Statement
6. Goals and Objectives



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 3.

Procedures and Notes: Review the agenda for the course.



Slide
8

7. Target Market
8. Marketing
9. Finance
10. Operations
11. Building a Basic Business Plan
12. Review and Wrap Up
13. Additional Resources



Continued from previous slide.



Slide
9



Why Do We Need a Business Plan?

1.1 What is Planning?

Planning is the process of deciding on the end goals of a project and the steps that will be taken to get to those end goals. We can, if we want, plan on a daily basis—what we will do in our day, how we will make a meal, or what we will do with our spare time after work. Some people like to plan and other people prefer to just let their days unfold as they will.

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 4.

Procedures and Notes: As a class view the information on the slide about planning. Ask the class why planning is important for us as entrepreneurs. You are looking for an understanding that planning is the starting point in laying out the path that we will take with our business.



Slide 10



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 4.

Procedures and Notes: Ask the class whether they like to plan in their everyday life or not. Ask the planners why they like to plan. Ask the non-planners why they don’t like to plan.

Slide 11



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 4.

Procedures and Notes: Review what a business plan is using the information on the slide. Emphasize the importance of a plan as a way to provide direction in our businesses.

Slide 12



Timing: 15 minutes.

Interaction Pattern: Small groups.

Materials Needed: Page 4.

Procedures and Notes: Ask the class to work in small groups to complete the chart on page 4, listing the advantages and disadvantages of planning for our businesses.

Slide 13



Timing: 5 minutes.

Interaction Pattern: Whole Class.

Materials Needed: Page 4.

Procedures and Notes: Ask the class for the advantages they came up with in their small

groups, referring to the advantages given on the slide if needed. Continued on the following slide.

Slide 14

Why Do We Need a Business Plan?

Advantages of Planning for Our Business

- It forces us to think through what we want to do to see if it will work.
- It helps us anticipate possible challenges and risks.
- It provides a framework for developing our strategies.
- People who write down their plans and goals are more likely to achieve them.



Continued from previous slide.

Slide 15



Why Do We Need a Business Plan?

Disadvantages of Planning for Our Business

- We don't always know everything we need to know when we make the plan. Our plan is based on our best guesses, which may not be correct.
- Things happen unexpectedly which require changes to our plan.

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 4.

Procedures and Notes: Ask the class for the disadvantages they came up with in their small groups, referring to the disadvantages given on the slide if needed. Continued on the following slide.

Slide 16



Why Do We Need a Business Plan?

1.3 What are the Different Types of Business Plans?

There isn't just one type of business plan.

There are different types of business plans depending upon who will read them and how the plans will be used.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Tell the class that there is more than one kind of business plan, depending on who will read it and how the plan will be used.

Slide
17

Why Do We Need a Business Plan?



Look at the four sample business plans provided by your instructor. Decide who will reach each plan and what the purpose of each plan is. Put your answers in the chart in your Participant Workbook.

Timing: 15 minutes.

Interaction Pattern: Small groups.

Materials Needed: Page 5. One copy of each of the four types of business plans for each small group.

Procedures and Notes: Direct participants to work in small groups to analyze the four sample business plans. For each business plan, direct them to identify who will read it (the audience) and the purpose of the plan.

Slide
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Why Do We Need a Business Plan?

Sample Business Plan #1

Readers: Bankers

Purpose: Demonstrate that the business is or can generate regular income with which to pay interest on a loan and/or pay the loan back.



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Ask the class to share their analysis of Sample Business Plan #1. Refer to the slide for ideas. Point out that this business plan is very detailed and involved because the entrepreneur needs to provide a lot of information in order to secure a loan.

Slide
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Why Do We Need a Business Plan?

Sample Business Plan #2

Readers: Potential Investors

Purpose: Demonstrate that the business has the potential to grow quickly in a growth market. Demonstrate that the business is well run by the owners.



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Ask the class to share their analysis of Sample Business Plan #2. Point out that this business plan is also very detailed and involved because the entrepreneur needs to provide a lot of information in order to interest investors. This business plan must excite the investors about the potential of the business.

Slide
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Why Do We Need a Business Plan?

Sample Business Plan #3

Readers: Business Owner

Purpose: To provide the business owner with a map or framework for the year, against which to build and manage the business.



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Ask the class to share their analysis of Sample Business Plan #3. Point out that this business plan is less detailed and more practical than the previous two business plans. It is designed to be used on a daily basis by an entrepreneur.

Slide
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Why Do We Need a Business Plan?

Sample Business Plan #4

Readers: Business Owner

Purpose: To provide the business owner with a simple map or framework for the key elements of the business.



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Ask the class to share their analysis of Sample Business Plan #4. Point out that this business plan is even less detailed than all of the others. It is designed to provide an entrepreneur with direction for their business at a glance.

Slide
22



What information do we need in order to run our businesses as entrepreneurs?





Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Elicit from the class the information that we need to put into a basic business plan. Put the ideas you get on the board.

Slide
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1. Your business description
2. Your mission statement
3. Your vision statement
4. Your goals and objectives
5. Your market
6. Your marketing
7. Your operations
8. Your finances



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 5.

Procedures and Notes: Compare the ideas the class came up with, with the ideas on the slide. Indicate that by working through these different components we are forced to look at our business from many different perspectives to make sure that our plan is solid.

Slide
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Business Description

The business description provides basic facts about the business:

- What product or service do you offer?
- Who is your target market?
- Who is running your company?
- What is the legal structure of your company?
- When did your company start?
- How big is your company?

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 6.

Procedures and Notes: Tell the class that the first component of a basic business is a description of the business. Review the information that is usually included in a brief description of the business.

Slide
25



Social Media for Marketing

Perfect Pet Sitters offers dog walking and pet sitting services to busy families in our neighbourhood who want their pets to be well-cared for while they are at work. Our company is run by two animal lovers, Dita Chaudry and Marie Reolin. The business is registered as a partnership. We started our company on January 1st, 2019. We currently have 30 clients

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 6.

Procedures and Notes: Review the sample business description of Perfect Pet Services to illustrate what a good description looks like.

Slide
26



Timing: 15-20 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 6.

Procedures and Notes: Participants work individually to write a brief description of their business, answering the questions provided and following the sample. Participants share their business description with a partner to critique.

Slide
27

Vision Statement

Our company **vision statement** is about what we want our business to be in the future. In other words, what is our ideal end result of all of our effort. Our vision statement can be for one year in the future, or five years or even ten years.



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 6.

Procedures and Notes: Move on to the next component of a basic business plan, a vision statement. Use the information on the slide to introduce a vision statement.

Slide
28

Vision Statement

Our vision statement is essential for our business.

- It helps us to focus where we spend our time, energy and resources.
- It functions as our "north star", guiding our everyday work towards the business' future destination.
- It becomes our measurement for our success.
- It also helps us to overcome obstacles in the way and helps us to hold on when times are tough. The continual presence of a vision helps to motivate us against challenges, hardships and failures.



Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Pages 6 and 7.

Procedures and Notes: Review the purpose of a vision statement using the notes on the slide.

Slide
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Visions Statement

1. *Within the next five years, the Perfect Pet Sitters will have a large network of regular clients for dog walking and pet sitting, and will be the premier dog walking and pet sitting service in the neighbourhood.*
2. *Five years from now, Jemma's Jewelry will be known in the local community for its unique, customized designs of silver jewelry and will be distributed in multiple high-end jewelry stores.*

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 7.

Procedures and Notes: Review the sample vision statements for hypothetical businesses.

Continued on the next slide.

Slide
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Visions Statement

3. *In five years, Two Handy People will be known throughout the neighbourhood as the go-to people for every day home repairs.*
4. *In five years, Natural Beauty online make-up tutorials will have one million followers and be a known influencer for natural make-up products.*

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 7.

Procedures and Notes: Review the sample vision statements for hypothetical businesses.

Continued on the next slide.

Slide
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Visions Statement

5. *Within five years, Carol's Cheesecakes will be delivering 30 cheesecakes a week to clients throughout the neighbourhood including local restaurants, bakeries and coffee shops.*

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 7.

Procedures and Notes: Review the sample vision statements for hypothetical businesses.

Slide
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Vision Statement

To write our vision statement, we need to explain our vision in clear but descriptive language.

A simple way to write a vision statement is to answer the question:

In five years (or one year, or ten years), what is the most important thing that the company will have accomplished and be known for?

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 7.

Procedures and Notes: Review the tips for writing a vision statement.

Slide
33



Timing: 10 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 7.

Procedures and Notes: Direct participants to work individually to write a vision statement for their business, following the model provided. Participants then share their vision statement with a partner to refine it.

Slide
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Mission Statement

Our **mission statement** defines the present state or purpose of our business. It announces to the world why our company exists. Our mission statement describes the present, while our vision statement describes the future.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 8.

Procedures and Notes: Move on to the next component of a basic business plan, a mission statement. Review what a mission statement is using the information on the slide.

Slide
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Mission Statement

Our mission statement answers three questions:

1. WHAT do we do?
2. WHO do we do it for or who are our customers?
3. WHY do we do what we do or what are our values?

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 8.

Procedures and Notes: Introduce the structure and content of a mission statement, using the information provided on the slide.

Slide
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Mission Statement

The most challenging part of our mission statement is the third question, why we do what we do. This is our value proposition. It reflects our passion for our business and what is important to us as entrepreneurs. It takes us back to why we start our businesses in the first place.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 8.

Procedures and Notes: Tell the class that the most challenging part of the mission statement is the WHY, our values. Emphasize that this is also the most important part, because it captures our passion and our drive for our business.

Slide
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Mission Statement

1. To ensure that family pets are given the love and caring they need.
2. To offer image-defining pieces of jewelry with which people can express their individuality.
3. To provide home owners with expert and professional help to keep their homes in good condition.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 8.

Procedures and Notes: Review the sample value statements for hypothetical businesses.

Continued on the next slide.

Slide
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Mission Statement

4. To help women highlight their natural beauty and embrace the world confidently.
5. To sell home baked cheesecakes to local restaurants, bakeries and coffee shops to share an old family recipe with the neighbourhood.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 8.

Procedures and Notes: Review the sample value statements for hypothetical businesses.

Slide
39

Timing: 2 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 8.

Procedures and Notes: Direct participants to work individually to write the values of their business, what is driving them to start a business. Have participants share their values with a partner to critique them.

Slide
40

Timing: 10 minutes.

Interaction Pattern: Small groups.

Materials Needed: Page 9.

Procedures and Notes: Have participants work in small groups to analyze the sample mission statements to identify the WHAT, WHO and WHY in each one.

Slide
41

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 9.

Procedures and Notes: Take up the answers to the activity using the information provided on the slide.

Continues on the next slide.

Slide
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3. Our mission is to provide everyday home repair and maintenance services **[WHAT]** to home-owners in the neighbourhood **[WHO]** to provide them with expert and professional help to keep their homes in good condition **[WHY].**

4. Our mission is to provide weekly online make up tutorials **[WHAT]** to promote natural beauty and to be an influencer for natural make-up products **[WHO]**, in order to help women highlight their natural beauty and embrace the world confidently **[WHY].**



Mission Statement

yes

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5. Our mission is to sell home baked cheesecakes **[WHAT]** to local restaurants, bakeries and coffee shops **[WHO]** to share an old family recipe with the neighbourhood **[WHY].**




Mission Statement

yes

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Continued from previous slide.

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Write the complete mission statement for your business answering WHAT, WHO and WHY.

yes

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Timing: 10-15 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 9.

Procedures and Notes: Participants work individually to write their mission statement for their business. They share their mission statements with a partner to be critiqued and refined.

Slide
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Goals and Objectives

Our goals and objectives answer the question: What would we like to accomplish in the coming year?

Our goals must be **SMART:** specific, measurable, attainable/achievable, realistic and time-based.

yes

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Timing: 15 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 10.

Procedures and Notes: Introduce the next component of a basic business plan, goals and objectives. Tell the class that our goals and objectives provide us with an end point to work towards. We can have goals for any

time span, a year, six months, one month or a week. Indicate that we want to write goals that are SMART: specific, measurable, attainable or achievable, realistic and time-based.

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Goals and Objectives

Specific: The goal is clear and detailed, so there is no uncertainty or ambiguity.

Measurable: There is some way we can measure whether we have met the goal, either by meeting a revenue amount, a percentage increase or a time.

Attainable/Achievable: The goal can be met, given our time, resources and other things we have going on in our business.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 10.

Procedures and Notes: Review each criteria of SMART goals, using the information on the slides.

Continued on the next slide.

Slide 47



Goals and Objectives

Realistic: The goal is related to how the real world works, rather than an imagined or fantasy world.

Time-Based: The goal has a specified time (a date) or a duration (two weeks, three months).

Continued from previous slide.

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Goals and Objectives



Identify the SMART elements to each of the goals. One part of the goal may have more than one SMART element in it.



Timing: 5 minutes.

Interaction Pattern: Individual.

Materials Needed: Page 10.

Procedures and Notes: Direct participants to work individually to identify the SMART elements of the example goals given.

Slide
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Goals and Objectives

1. Add a minimum[A] of two [M] new customers [S] each week [R] for the first six months [T].
2. Decrease the time to produce each piece of jewelry [S] by 20% [M,A] within the next month [R, T].
3. Deliver 100 flyers [M] to homes in the neighbourhood [S, A] each month [T,R].
4. Produce 48 [M] five-minute online tutorial videos [S] in the year [T, A, R].

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 10.

Procedures and Notes: Take the answers up as a class using the responses provided on the slide.

Continued on the next slide.

Slide
50



Goals and Objectives

5. Identify a simple, practical accounting software package [S, M] to use in the next month [A, R, T].
6. Find a less expensive source of silver for the jewelry production [S, M] in the next two weeks [A, R, T].
7. Create a customer project tracking system [S, M] within the next six months [T] to ensure that all projects are completed on time [A, R].
8. Increase the number of social media followers by 5% each month [S, M, A] over the next year [R, T].

Continued from previous slide.

Slide
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Write four SMART goals for your business for the next year.

Timing: 10-15 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 10.

Procedures and Notes: Direct participants to work individually to write four SMART goals for their business for the next year. They share their goals with a partner to be critiqued and refined.

Slide
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Market Research

Market research is work we complete in order to understand the people to whom we want to sell our product or service, our potential customers, also known as our **target market**.

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 11.

Procedures and Notes: Move on to the next component of a basic business plan, market research. Review the definitions of *market research* and *target market* given on the slide.

Slide
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Market Research



Why is it important to understand the market in which we are trying to sell our product or service?

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 11.

Procedures and Notes: As a class, discuss the question on the slide—why is it important to understand the market in which we are trying to sell our product or service? You are looking for participants to understand the following:

1. Only by understanding our market can we create a product or service that will sell. It doesn’t matter if we have a good product or service, if our market doesn’t want it, we won’t have a business.
2. We need to know what other businesses are doing so that we can knowledgeably talk about how we are different from them.
3. We need to stay on top of trends so that we can see both opportunities for our business and threats to our business.

Slide
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The answers to the following questions help us understand our target market:

1. Who are your potential customers? What are the characteristics of your potential customers that are important for your business?
2. Who are your competitors? What do they do well? What do they not do well? How are they different from you? How are they the same as you?
3. What recent changes or trends (social, technological, economic) are affecting your target market? Which trends are a threat to your business? Which trends are an opportunity for your business?



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Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 11.

Procedures and Notes: Review the information on the slide, emphasizing that answering these three sets of questions allows us really understand the market for our business.

Slide
55

Market Research

1. *Our potential customers are pet owners whose pets need care throughout the day or who need pet care while they are on vacation. Our potential customers have busy professional or personal lives, leaving home early and returning home late. They do not have time to provide the regular care pets require. They travel frequently and do not want to put their pets in kennels. They also have the financial means to pay for pet services.*



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Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 11.

Procedures and Notes: Review the sample market research for our hypothetical business, Perfect Pet Services.

Continues on next slide.

Slide
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Market Research

2. *Our competitors are other individual pet service providers such as dog walkers. Pet day care centres are also competitors. They take pets on site during the day, with customers dropping the pets on site before and after work. They may also provide extended boarding while customers are on vacation.*



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Continued from the previous slide.

Continues on next slide.

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Market Research

3. *Our business is different from our competitors. We provide other services in addition to dog walking, including taking care of other types of pets, and making sure the pets have food and water in the home. We are different from pet day care centres because we go to our customers’ houses. They don’t have to take the time to drop their pets off at a different site.*



Continued from previous slide.

Continues on next slide.

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Market Research

4. *The number of pet owners is increasing steadily year over year. Pet owners are also spending more money on their pets. Pet services is a rapidly growing market segment. This provides an opportunity for our business. The main threat to our business is the number of individual competitors who have started part-time pet services businesses as a side hustle.*



Continued from previous slide.

Slide
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Briefly answer the target market questions for your business.

Timing: 20 minutes.

Interaction Pattern: Individually, pairs

Materials Needed: Page 12.

Procedures and Notes: Direct participants to work individually to briefly answer the market research questions for their business. Have them share their answers with a partner and critique and refine them.

Slide
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Marketing

Marketing is the action or process of promoting products or services, so that potential customers become aware of the product or service. Without marketing, we don’t have any customers. And without customers we don’t have a business.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 13.

Procedures and Notes: Tell the class that in addition to market research, they also need to include a brief marketing plan in their basic business plan. If they are applying for a business loan or investment, they will need to

do a full marketing plan. A full marketing plan is covered in the Marketing for Entrepreneurs module.

Introduce the concept of marketing using the information given on the slide. Contrast this with market research (learning more about your target market and competitors).

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Timing: 5-10 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 13.

Procedures and Notes: Tell the class that in our basic business plan we need to identify and describe three marketing strategies: price, activities and goals. In a full marketing plan, many more strategies will be described.

Pricing answers the question *What will we charge for our product or services?* Pricing is not as simple as it might sound. We go into pricing in much more detail in the Marketing for Entrepreneurs module. At this point, have participants put in what they think they will charge for their products or services. They will revisit these in the marketing module.

Activities answers the question *What will we do to reach our target market?* It is tempting to use many different types of marketing activities, especially popular ones such as social media. It is important that we use activities that will reach our target market. This can be an activity as simple as putting flyers up.

Goals answers the question *What results do we want from our marketing activities?* We always want to monitor the results we get from our marketing activities to ensure that

they are time and money well spent.

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Marketing

- Pricing**
 - Dog walking: \$20.00 per 30 minute walk per dog
 - Visiting pets in house and feeding: \$20.00 per 30 minute visit
- Activities**
 - Black and white printed flyers distributed to mail boxes
 - Posting flyers with tear off contact information on notice boards in grocery stores and other community locations
 - Maintaining and posting on a Facebook page
- Goals**
 - 20 inquiries per week
 - 2 new customers per week

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 13.

Procedures and Notes: Review the answers to the marketing questions for the hypothetical business, Perfect Pet Services.

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Write the three marketing strategies—pricing, activities and goals—for your business.

Timing: 15 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 13.

Procedures and Notes: Participants work individually to briefly write their marketing strategies for pricing, activities and goals for their business. Re-emphasize that this is just their first attempt at developing the marketing for their business. They will look at it in much more detail in the marketing module. Have them share their ideas with a partner for a critique.

Slide 64

Marketing

We need to fill in more detail on our marketing activities, to be very specific about what we will do to reach our target market. First we need to **prioritize our marketing activities**, based upon their importance to our marketing. The activity that we will spend the most time on and which we anticipate to be the most effective is our primary activity. Our next most effective activity is our secondary activity and so on.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 14.

Procedures and Notes: Tell the class that we can go into more detail with our brief marketing plan by prioritizing our activities, so we know where to spend our time.

Slide 65

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 14.

Procedures and Notes: Tell the class that we can prioritize our marketing activities as primary, secondary and supporting. If we have limited time and/or money, we focus on the primary activities. If we don’t have any limits on our time and/or money then we do all of the activities.

Slide 66

Timing: 5 minutes.

Interaction Pattern: Individual, pairs.

Materials Needed: Page 14.

Procedures and Notes: Direct participants to briefly work individually to prioritize their marketing activities into primary, secondary and supporting. Have them share their prioritizing with a partner and justify their choices.

Slide 67

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 14.

Procedures and Notes: Tell the class that we can add more detail to our marketing activity plans by answering the questions given on the slide. The answers to these five questions give us an implementation plan for each marketing activity.

Slide
68



Marketing

Activity

Black and white printed flyers distributed to mail boxes in the neighbourhood.

Once a week in different neighbourhoods each week. Repeating each neighbourhood every two months.

1000 black and white flyers costs approximately \$80.00.
Time to deliver costs approximately \$60.00 of our time.

Printed flyers.
Maps of neighbourhoods with target market demographics.

Number of inquiries per neighbourhood.

yes 8/7/2018 68

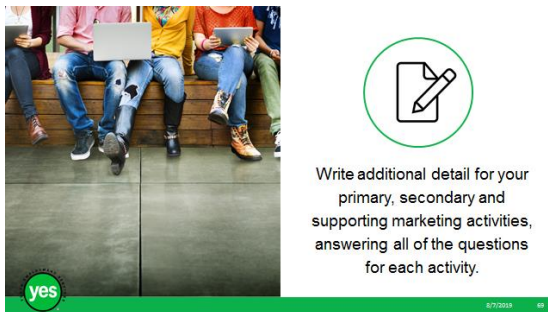

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 15.

Procedures and Notes: Review the sample additional detail for one marketing activity for Perfect Pet Strangers, that answer the questions for activity implementation.

Slide
69

Write additional detail for your primary, secondary and supporting marketing activities, answering all of the questions for each activity.

yes 8/7/2018 69

Timing: 10-15 minutes.

Interaction Pattern: Individually, pairs.

Materials Needed: Page 15.

Procedures and Notes: Direct participants to write additional details for their primary, secondary and supporting marketing activities using the questions as prompts. Have them share their additional details with a partner for a critique.

Slide
70



Marketing

IMPORTANT NOTE: If we are applying for a loan or want to attract investors, we need to create much more detailed marketing plan for our business. You will create a more detailed marketing plan for your business in the marketing module.

yes 8/7/2018 70

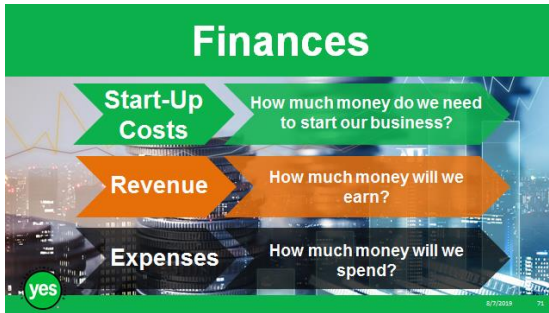
Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 15.

Procedures and Notes: Emphasize one more time that if they are applying for a loan or investment they will need to complete a more detailed marketing plan. They will work on this in the Marketing for Entrepreneurs module.

Slide
71



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 16.

Procedures and Notes: Tell the class that the next component of a basic business plan is the finances. While many entrepreneurs are not comfortable with the finances of a business plan, it is crucial that we always understand the financial picture of our business. Introduce the three main pictures that we need to have our business, as given on the slide: the start-up costs, revenue and expenses.

Slide
72



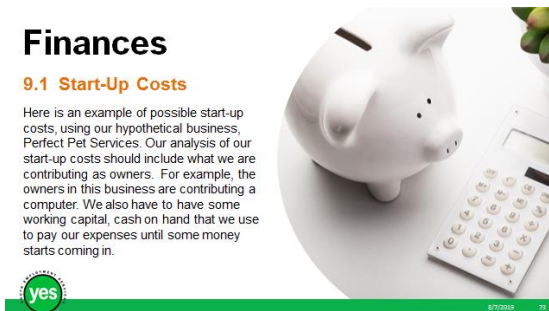
Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 16.

Procedures and Notes: Tell the class that if they are not comfortable working with spreadsheets, they should ensure that they complete all of the Microsoft Excel components of the Digital Literacy module.

Slide
73



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 16.

Procedures and Notes: Tell the class that the first finance piece of their business that they need to understand is the start-up costs. Start-up costs will vary for each business. However, there are some start-up costs that every business will have: registering a business and business insurance. Registering

a business is required by law. And entrepreneurs should NEVER operate a business without business insurance.

Slide 74

Expense Item	Cost
Registering Business	\$100.00
Legal Fees to Review Contracts	\$1,200.00
Computer and Software	\$500.00
Printer	Provided by owner
Office Supplies	\$100.00
Logo	\$500.00
Website Domain Registration	\$200.00
Website Design (simple, four pages)	\$25.00
Business Cards	\$1,000.00
Working Capital	\$50.00
Total	\$1,250.00

Timing: 10 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 16.

Procedures and Notes: The chart of start-up costs of the hypothetical business, Perfect Pet Services, illustrates some other possible start-up costs. Use this slide to discuss the different possible costs including: legal fees, computers, printers, office supplies, a logo, website costs and business cards. Ask the class if they have any other start-up costs they may have for their businesses.

Introduce the concept of *working capital*. Working capital is the cash (or money in the bank) we need to have on hand to pay the day-to-day expenses of running our business. Once we have money coming in from sales, that money can be our working capital. However, when we first start our business, we need to have money to use until revenue comes. We should have at least two months’ worth of operating money, but may need more if our revenue is slow to come in.

Slide 75



Finances
9.2 Revenue
 Here is an example of how we might project the money we will have coming in to our business, our revenue, for our first year of business, using our simple hypothetical business, Perfect Pet Services. First we have to write down the assumptions we are making about the money that will be coming in. Then we use these assumptions to project our revenue each month for our services or products.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 17.

Procedures and Notes: Tell the class that the next finance piece we need to put in our basic business plan is our projected revenue. While we don’t know what our revenue will be, in

Slide
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Finances

Key Assumptions:
We will start with 4 dog walking clients and 4 pet sitting clients in the first month. We assume that we will provide services each work day, for a total of 28 days each month. Each month's revenue will be calculated using the formula: number of clients x 28 days x \$20.00 per service delivery. We will add 4 new clients a month for the first six months, two in each service. We have two owners so we can manage up to 28 clients a day, 14 each. Once we get to that number of clients we will only add new clients to replace clients who leave.

our first year of business, we need to make our best guess. This gives us an idea of how much money we can spend and also how much money we will earn.

Timing: 5 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 17.

Procedures and Notes: To start our guessing process about how much revenue we will have, we start with assumptions. Assumptions are what we think we will do in order to earn the revenue. Review the assumptions about the hypothetical business, Perfect Pet Services, provided on the slide.

Slide
77



Revenue	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Dog Walking	\$2240	\$3360	\$4480	\$5600	\$6720	\$7840	\$7840	\$7840	\$7840	\$7840	\$7840	\$7840
Pet Sitting	\$2240	\$3360	\$4480	\$5600	\$6720	\$7840	\$7840	\$7840	\$7840	\$7840	\$7840	\$7840
Total	\$4480	\$6720	\$8960	\$11,200	\$13,440	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680

Timing: 10 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 17.

Procedures and Notes: As a class, review the projected revenue for Perfect Pet Services. Tell them our projected revenue can be very simple. It should have our different types of revenue, in this case dog walking and pet sitting. And it should have how much we anticipate each month, with our initial months of business, lower than subsequent months. Our month by month analysis should also include any seasonality we anticipate (variation from one season to the next).

Slide 78



Finances

9.3 Expenses

Here is an example of how we might project the money we will have coming out of our business, our expenses, for our first year of business, using Perfect Pet Services. Because it is a simple, home-based business it does not have a lot of expenses.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 17.

Procedures and Notes: Introduce the final piece of the finances that we need to put in our basic business plan, our expenses. As with our projected revenue, we project our expenses on a month by month basis, to reflect the resources we need to run our business.

Slide 79

Expenses	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Accounting												\$1700
Cash Expenses	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Insurance												\$1200
Internet	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Motor Vehicle	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Office Supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Dog Walking Supplies	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Print Advertising	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Website Hosting	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Total	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$5550

Timing: 10 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 17.

Procedures and Notes: Review the monthly projected expenses for Perfect Pet Services. Note that some of the expenses come at the end of the year (accounting and insurance). Other expenses are consistent throughout the year (phone, internet, website). This business is not overly seasonal, so there is no variation in our expenses month to month.

Slide 80



Finances

9.4 Cash Flow

We can then put our revenue and expenses together to identify the flow of money we will have in our business, our cash flow. Our cash flow is both an overview and a detailed analysis of our business. It tells the story of what enters our bank account and what leaves our bank account on a month-by-month basis. Our cash flow should never show a negative number at the end of the month because a lack of cash will then need to be covered, by a line of credit or another source of cash. One of the main reason businesses fail is because they have negative cash flow.

Timing: 10 minutes.

Interaction Pattern: Whole class.

Materials Needed: Pages 17 and 18.

Procedures and Notes: Tell the class that we can use our projected revenue and expenses to create our projected cash flow. This tells us the difference between money we have coming in (revenue) and money we have going out (expenses). A positive cash flow is obviously beneficial to our business, because

it tells us we have enough money to keep running our business.

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Cash Flow	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Revenue	\$4400	\$6720	\$8960	\$11,200	\$13,440	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680	\$15,680
Expenses	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$3555
Cash Flow	\$3825	\$9065	\$8305	\$10,545	\$12,785	\$15,025	\$15,025	\$15,025	\$15,025	\$15,025	\$15,025	\$12,125

Timing: 10 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 18.

Procedures and Notes: Review the sample cash flow statement for Perfect Pet Services and how it is structured. Tell the class that these cash flow numbers may seem high, but this business has two people running it. They need to split the total amounts to pay themselves. And projected numbers are usually higher than actual numbers.

Slide 82

Finances

After completing this module, calculate the revenue, expenses and cash flow for your business. Use Microsoft Excel spreadsheets or a similar spreadsheet application if possible.

Timing: 30-60 minutes.

Interaction Pattern: Individual.

Materials Needed: Page 18.

Procedures and Notes: Depending on the time you have left in the module, you can have participants do this either in class or at home. It will take participants different amounts of time to complete the task, depending on their ease with numbers and with Microsoft Excel spreadsheets. The strongest participants will finish in about 30 minutes. Those less familiar with numbers will take a lot longer.

Slide 83



Finances

IMPORTANT NOTE: If we are applying for a loan or want to attract investors, we need to create much more detailed financial documents for our business. We will look at these documents in the finance module.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 18.

Procedures and Notes: Emphasize again that for a business plan to secure a loan or investment, a more detailed business plan is required, particularly the finance piece.

Slide 84



Operations

Operations is everything we do on a daily, weekly and monthly basis to run our business. The operations for each business is unique to that business, because we all run our businesses slightly differently based on who we are, the type of business we have, how old and how big our business is, and our goals with our business.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 18.

Procedures and Notes: Introduce the final component of a basic business plan, the operations component. Explain that operations is everything we do on a daily basis with our business that keeps it running. This is our business at ground level. Using the information on the slide, emphasize that the operations for each business is unique, based on the age, size and sector of the business. Developing the operations for a business is a creative process and one which can result in the success or the failure of a business.

Slide 85



Operations

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 19.

Procedures and Notes: Review the diagram with the class, pointing out the many different operational parts of a business. Emphasize again that not every business will have each of these operational elements.

Slide
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Operations

We use an online booking system for clients to pay for and schedule their dog walking or pet sitting appointments. Clients pay one month in advance and schedule their appointments for the month with each payment. We also take bookings over the phone which we then put into the online booking system ourselves. Our online scheduling system creates a daily appointment schedule for us to follow. It includes the client name, contact information, address, pet name and type, and detailed instructions for pet care. At the end of each day, we go into the schedule and confirm completion of each appointment and note down any issues. We do not allow refunds on appointments that clients schedule but then cancel.

Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Pages 19 and 20.

Procedures and Notes: Review the brief operational description of Perfect Pet Services as an example what would go in a basic business plan for the operations component.

Continued on the next slide.

Slide
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Operations

We have a basic service agreement, reviewed by our lawyer, that both we and the client sign. Our main business risk is should anything happen to the well-being of the pets while they are under our care. Our service agreement includes the steps we take to ensure the well-being of pets in our care. Clients are required to provide us with information about any health issues the pets have as part of the service agreement as well as detailed instructions to follow for their pet care. The service agreement also includes a waiver that we are not responsible for events that happen that are out of our control. We have current business insurance to mitigate the risk of operating our business.

Continued from previous slide.

Slide
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Operations

Write a brief description of your business' operations, using the diagram above as a model for the information to include.

Timing: 20-30 minutes.

Interaction Pattern: Individual.

Materials Needed: Page 20.

Procedures and Notes: Direct participants to work individually to write a brief operations description for their business. If you don't have enough time for participants to complete this in class, assign it for homework.

Slide
89

Building a Basic Business Plan

If we put all of the business plan components together that we have introduced in this module, we get a **basic business plan** for our business. See the complete sample business plan at the end of this module for one of our hypothetical businesses, Perfect Pet Services.



Timing: 2 minutes.

Interaction Pattern: Whole class

Materials Needed: Page 21.

Procedures and Notes: Tell the class that all of the components introduced in the module can be put together into one complete basic business plan.

Slide
90



Use the work that you have completed in this module, put together a Business Canvas for your business. Create it in a separate document, in Microsoft Word if possible.

Timing: 20 minutes.

Interaction Pattern: Individual.

Materials Needed: Page 21.

Procedures and Notes: Direct participants to work individually to complete a business canvas for their business, following the example in Appendix A in their Participant Workbook. Tell them the answers for each part of the canvas are in the work they have already completed. They should complete it in Microsoft Word if possible. If you don’t have time for participants to complete this in class, assign it for homework.

Slide
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Building a Basic Business Plan



Use the work that you have completed in this module to put together a complete business plan for your business. Create it in a separate document, in Microsoft Word if possible.



Timing: 20-30 minutes.

Interaction Pattern: Individual.

Materials Needed: Page 21.

Procedures and Notes: Direct participants to work individually to compile all of the work they have done thus far in the module and complete a basic business plan for their business, following the example in Appendix B. They should complete it in Microsoft Word if possible. If you don’t have time for participants to complete this in class, assign it

for homework.

Slide
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Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: Page 21.

Procedures and Notes: Quickly review the topics covered in the module.

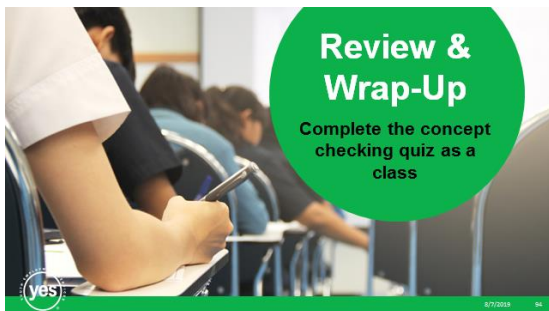
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Slide
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Continued from previous slide.

Slide
94



Timing: 5-10 minutes.

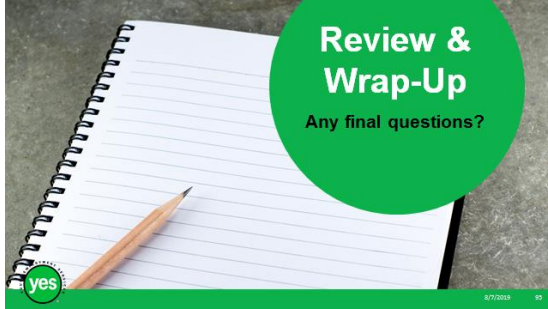
Interaction Pattern: Whole class.

Materials Needed: List of quiz questions at the end of the Facilitator’s Guide. One set of A, B, C cards for every four participants.

Procedures and Notes: Quickly review the topics covered in the module. Divide participants into teams of three or four. Give each team three cards or pieces of paper, with large A, B and C on each piece. Read each multiple choice question below out loud. Teams have ten seconds to decide on the BEST answer and hold up the appropriate card. Provide the correct answer (indicated in bold on the list of questions) and discuss any questions about the answer. Teams get

one point for each correct answer. Teams keep track of their own scores. The team with the most points at the end of all of the questions is the winning team.

Slide
95



Timing: As needed.

Interaction Pattern: Whole class.

Materials Needed: None.

Procedures and Notes: Ask if there are any final questions or comments about the content of the module.

Slide
96



Timing: 2 minutes.

Interaction Pattern: Whole class.

Materials Needed: None.

Procedures and Notes: Direct participants to the additional resources at the end of the Participant Manual for further information.

Module Review Quiz Questions

The correct answer is in bold.

1. What is planning?
 - A. It is the process of identifying our priorities with our business and making sure we address those priorities.
 - B. It is the process of deciding on the end goals of a project and the steps that will be taken to get to those end goals.**
 - C. It is the process of creating an outline of our business goals and the path that we will take to achieve these goals.

2. What is a vision statement?
 - A. It is a statement of what we want our business to be in the future.**
 - B. It is a statement of the present state or purpose of our business.
 - C. It is a statement of the ideals by which we operate our business.

3. What are the three questions that our mission statement answers?
 - A. Where do we want our business to be in one year? Where do we want our business to be in two years? Where do we want our business to be in three years?
 - B. What are our priorities? What are NOT our priorities? What are our challenges?
 - C. What do we do? Who do we do it for or who are our customers? Why do we do what we do or what are our values?**

4. What are SMART goals?
 - A. They are goals that have been developed to help the organization maximize its knowledge and expertise.
 - B. They are goals that are specific, measurable, attainable/achievable, realistic and time-based.**
 - C. They are goals that are easy for all of our employees to understand and implement.

5. What is market research?
 - A. It is an analysis that we complete so that we can select the right language and imagery with which to communicate with our potential customers.
 - B. It is research that allows us to understand our product or service in more detail.
 - C. It is work we complete in order to understand the people to whom we want to sell our product or service.**

6. What are three marketing strategies that we need to identify in our basic business plan?
 - A. Our pricing strategy, our marketing activities and our marketing goals.**
 - B. Our primary, secondary and supplementary marketing priorities.
 - C. Our target market, our segmented market and our long-term market.

7. What are the three questions we need to answer about money in our basic business plan?
 - A. How much profit will we make? How much will we pay ourselves? How much of our personal money should we invest?
 - B. How much money do we need each week to operate our business? How much money should we leave in the company bank account? How much credit do we need on our credit card limit?
 - C. How much money do we need to start our business? How much money will we earn? How much money will we spend?**

8. What are three start-up costs that all businesses will have?
 - A. Website domain registration, building a website and legal fees.
 - B. Registering our business, business insurance and working capital.**
 - C. Office supplies, business cards and a printer.

9. What is cash flow?
 - A. It is cash that we put into and take out of our bank account.
 - B. It is the direction of the flow money from ourselves as an entrepreneur and our lenders.
 - C. It is the flow of money we have in or out of our business, when we put our revenue and expenses together.**

10. What is operations?
 - A. Operations is a combination of finance, marketing and business planning.
 - B. Operations is everything we do on a daily, weekly and monthly basis to run our business.**
 - C. Operations is how entrepreneurs spend their time delivering services to their customers.