



BUSINESS PLANNING FOR ENTREPRENEURS

Participant Workbook



Youth Employment Services - YES

www.yes.on.ca

Business Planning for Entrepreneurs

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.

Learning Outcomes

At the end of this workshop you 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 you complete this workshop, you 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

1. 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.



Do you like to plan in your everyday life? Why or not?

1.2 What is a Business Plan?

A business plan is an outline of our business goals and the path that we will take to achieve these goals. Other ways to describe our business plan are as a blueprint, a road map, a guide, or a game plan for our business.

What are the advantages and disadvantages of planning for our business? Complete the chart below.

Advantages of Planning for Our Business	Disadvantages of Planning for Our Business

As entrepreneurs we work with our business plan AND we adjust it as needed as new information and new circumstances arise.

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.



Look at the three sample business plans provided by your instructor. Decide who will read each plan and what the purpose of each plan is.

Sample Business Plan	Readers (Audience)	Purpose
Sample Business Plan #1		
Sample Business Plan #2		
Sample Business Plan #3		
Sample Business Plan #4		

In this module, we are going to focus on developing a simple business plan that we use as an entrepreneur to run our business. If you need a business plan for a banker or investor, use the first two samples above as models.

2. What Goes into a Business Plan?



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

3. 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?

Here is a sample business description for a hypothetical business, Perfect Pet Sitters.

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.



Write a brief description of your business, answering the questions above.

4. 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.

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.

Here are some sample vision statements, for five hypothetical businesses, all for a five-year vision:

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.*
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.*
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.*

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?



Write your vision statement.

5. 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.

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?

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.

Here are some possible values that might be important to us as entrepreneurs, based on the sample vision statements for the four hypothetical businesses in the previous section:

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.*
4. *To help women highlight their natural beauty and embrace the world confidently.*
5. *To share an old family recipe with the neighbourhood.*



Write the values of your business.



Look at the complete sample mission statements for each of the four hypothetical businesses. Identify the WHAT, the WHO and the WHY in each mission statement.

1. *Our mission is to provide dog walking and pet sitting services to busy pet-owning families in the local community to ensure that family pets are given the love and caring they need.*
2. *Our mission is to design and craft unique customized silver jewelry to fashion-conscious high-end clients to offer image-defining pieces of jewelry with which people can express their individuality.*
3. *Our mission is to provide everyday home repair and maintenance services to homeowners in the neighbourhood to provide them with expert and professional help to keep their homes in good condition.*
4. *Our mission is to provide weekly online make up tutorials to promote natural beauty and to be an influencer for natural make-up products, in order to help women highlight their natural beauty and embrace the world confidently.*
5. *Our mission is to sell home baked cheesecakes to local restaurants, bakeries and coffee shops to share an old family recipe with the neighbourhood.*



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

6. Goals and Objectives

The next component of our basic business plan is our goals and objectives for the year. What would we like to accomplish in the coming year? Our goals must be **SMART**:

- 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.
- 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).



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

1. *Add a minimum of two new customers each week for the first six months.*
2. *Decrease the time to produce each piece of jewelry by 20% within the next month.*
3. *Deliver 100 flyers to homes in the neighbourhood each month.*
4. *Produce 48 five-minute online tutorial videos in the year.*
5. *Identify a simple, practical accounting software package to use in the next month.*
6. *Find a less expensive source of silver for the jewelry production in the next two weeks.*
7. *Create a customer project tracking system within the next six months to ensure that all projects are completed on time.*
8. *Increase the number of social media followers by 5% each month over the next year.*



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

7. 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**.



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

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?

Here are brief answers to the above questions for one of the hypothetical businesses we have used, Perfect Pet Sitters.

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.

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.

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.

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.



Briefly answer the questions above for your business.

You should revisit these questions about your target market at least once a year to make sure that you are staying on top of changes that might affect your business.

8.0 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.

There are three marketing strategies that we need to identify in our basic business plan:

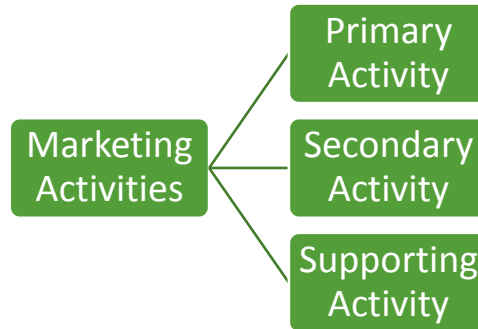


Here is an example for our hypothetical business Perfect Pet Services.



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

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.



For our Perfect Pet Services business, our primary activity is delivering flyers to the neighbourhood. Our secondary activity is posting flyers with tear off contact information on notice boards in grocery stores and other community locations. And our supporting activity is maintaining a Facebook page.



Identify the primary, secondary and supporting marketing activities for your business.

For each activity we can expand our description to include more detail about what we will actually do.

Activity

What is the activity?

When will you do the activity and how often will you do it?

How much will it cost?

What content and materials will you need?

How will you measure the results of the activity?

Here is an example of additional detail for the primary activity for Perfect Pet Services.

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.

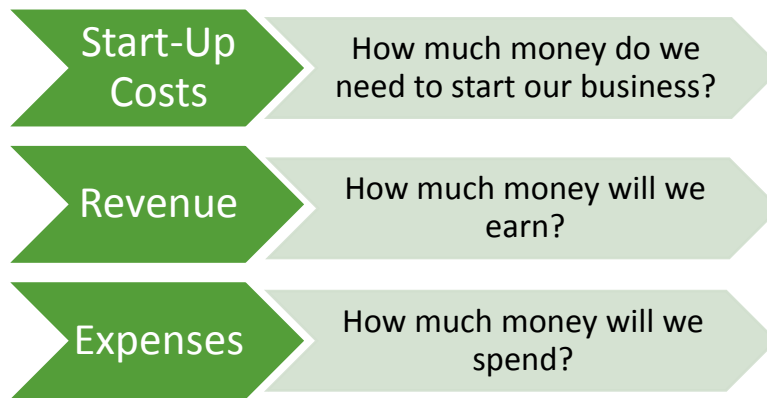


Write additional detail for your primary, secondary and supporting marketing activities, answering all of the questions for each activity.

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.

9. Finances

With our simple business plan we need to answer the following questions about money:



Note that to complete the finance part of our business plan and to manage the financials of our business we need to use simple spreadsheets that we make in Microsoft Excel or another spreadsheet applications. If you don't know how to use Microsoft Excel, see the **Digital Literacy** module.

9.1 Start-Up Costs

Here is an example of possible start-up costs, using our hypothetical business, Perfect Pet Services. Our analysis of our start-up costs should include what we are contributing as owners. For example, the owners in this business are contributing a computer. We also have to have some working capital, cash on hand that we use to pay our expenses until some money starts coming in.

Expense Item	Cost
Registering Business	\$100.00
Business Insurance	\$1,200.00
Legal Fees to Review Contracts	\$500.00

Computer and Software	Provided by owner
Printer	\$100.00
Office Supplies	\$500.00
Logo	\$200.00
Website Domain Registration	\$25.00
Website Design (simple, four pages)	\$1,000.00
Business Cards	\$50.00
Working Capital	\$1,250.00
Total	\$4,925.00

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.

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.

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

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.

Expense	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
Cell Phones	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100

Insurance												\$1200
Internet	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Motor Vehicles	\$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	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
Total	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$3555

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.

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	\$4480	\$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	\$6065	\$8305	\$10,545	\$12,785	\$15,025	\$15,025	\$15,025	\$15,025	\$15,025	\$15,025	\$12,125



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

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.

10. 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.

Our operations can include any or all of the following:



Here is a brief descriptions of the operations our simple hypothetical business, Perfect Pet Services.

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.

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.



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

11. 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 plans at the end of this module for one of our hypothetical businesses, Perfect Pet Services. There is a sample Business Canvas and a simple full business plan.



1. 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.
2. 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.

If you need to build your skills to use Microsoft Word for your business plan documents, see the Digital Literacy modules.

12. Review and Wrap-Up

12.1 Review

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

12.2 Complete the concept checking quiz as a class.

12.3 Ask any final questions.

13. Additional Resources

Business Plan Template: A template from the Business Development Bank of Canada to use if you want to apply for a loan or financing.

<https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/pages/business-plan-template.aspx>

Business Plan Template: A template from the Royal Bank of Canada to use if you want to apply for a loan or financing.

https://www.rbcroyalbank.com/business/doc/Business_plan_template.docx

A Guide to Writing the Perfect Vision Statement: A blog from the website Project Manager.

<https://www.projectmanager.com/blog/guide-writing-perfect-vision-statement-examples>

Four Techniques for Crafting a Mission Statement Worth Remembering: A blog from Entrepreneur, a website and publication for entrepreneurs.

<https://www.entrepreneur.com/article/240085>

How to Do Market Research: An article from Entrepreneur, a website and publication for entrepreneurs.

<https://www.entrepreneur.com/article/217345>

Five Key Steps to Plan Your Cash Flow in the Coming Year: A blog from the Business Development Bank of Canada on creating cash flow projections.

<https://www.bdc.ca/en/articles-tools/money-finance/manage-finances/pages/making-projection-coming-year.aspx>

Manage Your Finances: Tools from the Business Development Bank of Canada.

<https://www.bdc.ca/en/articles-tools/money-finance/manage-finances/pages/default.aspx>

How to Write the Financial Section of a Business Plan: Tools from Inc. a website and publication for entrepreneurs.

<https://www.inc.com/guides/business-plan-financial-section.html>

Appendix A: Business Canvas for Perfect Pet Sitters

<p>Key Partners Our key partners are our customers.</p> <p>We don't have any suppliers.</p>	<p>Key Activities Dog walking. Pet sitting. Distributing flyers. Maintaining Facebook page and Twitter feed. Scheduling. Bookkeeping.</p>	<p>Value Propositions Reliable, caring, expert, personalized pet care.</p> <p>For the busy family that doesn't have time to take care of their pet.</p>	<p>Customer Relationships A close relationship with customers based upon being reliable and caring. Customer relationships are important as we rely on ongoing use of our services from loyal customers.</p>	<p>Customer Segments Pet sitting customers. Dog walking customers.</p>
	<p>Key Resources Our key resources are ourselves as pet sitters and dog walkers.</p>		<p>Channels Flyers in the neighbourhood. Word of mouth. Facebook page. Twitter feed.</p>	
<p>Cost Structure We have a simple cost structure.</p> <p>Our key resources are ourselves as owners.</p> <p>Our biggest costs are travel expenses from client to client.</p>		<p>Revenue Streams Our customers are willing to pay for reliability, caring and pet expertise.</p> <p>Our customers pay for bundled ongoing services, purchasing our services a minimum of one month at a time, but up to one year at a time.</p> <p>Our revenue stream is 50% pet sitting and 50% dog walking.</p>		

Appendix B: Business Plan Perfect Pet Sitters

Business Description

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.

Vision Statement

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.

Mission Statement

Our mission is to provide dog walking and pet sitting services to busy pet-owning families in the local community to ensure that family pets are given the love and caring they need.

Goals and Objectives

1. Add a minimum of two new customers each week for the first six months.
2. Identify a simple, practical accounting software package to use in the next month.
3. Create a simple service scheduling system to ensure that all dog walking and pet sitting events are scheduled and fulfilled each week.

Market Research

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.

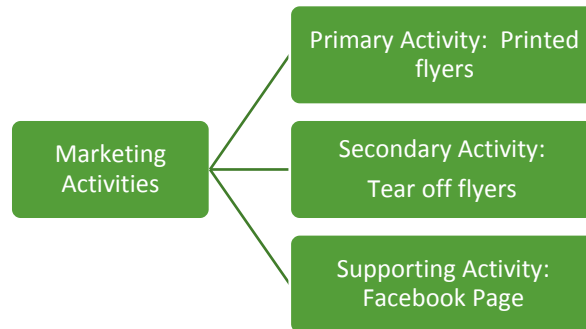
Our competitors are other individual pet service providers such as dog walkers. Pet day care centres are also competitors. They take pets on site during the day, with customers dropping the pets on site before and after work. They may also provide extended boarding while customers are on vacation.

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.

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.

Marketing



Primary 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.

Secondary Activity

Posting flyers with tear off contact information on notice boards in grocery stores and other community locations

Once a week in the same locations.

30 black and white tear off flyers costs approximately \$5.00.

Time to post the flyers approximately \$60.00 of our time.

Printed tear off flyers.

List of grocery stores and community locations.

Number of inquiries per locaton.

Supporting Activity

Maintaining and posting to a Facebook page

New posts to the page a minimum of four times a week.

Responding to other pages a minimum of once a day.

No cost to establish a Facebook page.

Time to maintain the page approximately \$120.00 of our time each week.

Fun photographs and videos of us working with pets.

Testimonials from clients.

Number of inquiries from the page.

Number of followers and likes.

Finance

Revenue

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.

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

Expenses

Expense	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
Cell Phones	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Insurance												\$1200
Internet	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Motor Vehicles	\$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	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
Total	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$655	\$3555

Cash Flow

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	\$4480	\$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	\$6065	\$8305	\$10,545	\$12,785	\$15,025	\$15,025	\$15,025	\$15,025	\$15,025	\$15,025	\$12,125

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.

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.