

HARTLEY BERG
Strategic Business Planning

BUSINESS PLAN CREATION
CLIENT PREPARATION QUESTIONNAIRE

“Good Plans shape good decisions. That’s why planning helps to make elusive dreams come true.”

- Lester R. Bittel
The Nine Master Keys of Management

The creation of a successful Business Plan is a collaboration with the client and you are expected to supply information as required and engage in various important planning exercises. The following is an initial questionnaire of information to be provided by the client:

1.0 Goals and Business Mission

1. What are your Personal Goals?
2. Where do you see the business venture in 5 years?
3. How would you describe the Mission of the Business?
4. Identify if you can, the following business goals:
 - Year 1 Sales Volume
 - Year 3 Sales Volume
 - Year 1 Profit (EBITDA)
 - Year 3 Profit (EBITDA)
5. Why do you feel the business will be successful?
6. Do you intend to sell the business at some point in the future or pass it along to family members?

2.0 Your Background

A very key area that an investor, banker or landlord want to know is your ability to execute successfully over time your “great idea”. Please prepare resume style information in presenting your abilities and work history. (This can be a separate attachment.)

What have you successfully achieved in the past?

What business failures have you had and what did you learn from them?

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3.0 Key Employees and Company Advisors

Key company advisors are people who advise you or provide professional support. These people may or may not be employees. Please add your Advisors contact information below, using the examples provided:

- Legal – General Council
- Legal – Intellectual Property & Franchising
- Accountant / Bookkeeper
- Equipment Consultant
- Architect / Designer
- Web Site Builder
- Graphics & Printing
- Marketing & Social Media
- Construction / Contractor
- Banker
- Product Development Manager
- Specialty Products Advisor
- Specialty Equipment Advisor
- Specialty Product Sources
- Insurance, Risk
- Systems & Computers

5.0 Business Concept & Business Model

Clearly and succinctly describe what your business is about.

Describe the Business Opportunity of your venture, that is currently lacking in the marketplace?

What Value does your product provide for your customer compared to what is currently available?

How is your product or service unique and what are its sustainable competitive advantages?

What are the main Revenue streams for the business, in order of importance?

What are the main Costs associated with creating your product?

6.0 Strengths, Weaknesses, Opportunities, Threats

What are the Strengths in your business model?

What are its Weaknesses?

What are its Opportunities?

What are its Threats?

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Who are the key competitors in your industry?

What is the nature of your industry both in Canada and internationally?

What local Consumer and Global Trends are influencing your venture?

7.0 Government Regulations

What particular government regulations exist, that must be followed in order for you to operate your business? Some examples may include: Health Canada; Licensing Boards; Food Marketing Boards (Production Quotas); Building Codes; Land Use and Zoning considerations; Development Permits; Securities Exchange Regulations.

8.0 The Financial Model

Solid analysis of financial information is important in this process. The following are areas of information which we will need to prepare and review.

- The amount of capital, your venture will require.
- Timing of any financing
- Describe your Financing strategy to obtain the required Capital
- Describe your Financing strategies in growing the company, once it has been established
- What are the Fixed Costs for the business
- What are the Variable Costs for the business
- If possible, provide revenue projections for the business in years 1, 2 and 3
- Describe the timing of expansion and new product plans
- What Working Capital and Reserves will be required
- Personal net worth statements are usually required in any financing discussions. Be prepared to be able to clearly state your assets, liabilities and net worth.