[Design a Cover Page]

# Your Business Name Here

## Business Plan, Year

*When you are finished writing your plan, update this by clicking inside the table: click the “down” arrow at the top of the box next to “table of…” and select Update Table. You’ll have to use Word’s “Styles” or just type over the existing language for this to work.*

Table of Contents

Your Business Name Here 1

Business Plan, Year 1

Executive Summary 4

Mission Goals and Objectives 5

Vision 5

Mission 5

Goals 5

Core Beliefs 5

Background Information 6

Industry Trends 6

Industry Trajectory 6

External Factors 6

Organization and Management 7

Legal Formation 7

Responsibilities and Qualifications 7

Outside board of advisors 7

Products and Services 8

Marketing Plan 9

Market Analysis 9

Competitive Analysis 9

Marketing Strategy 9

Operational Plan 10

Product to Market 10

Record Keeping and Management 10

Exit strategies 10

Financial Statements and Projections 11

Break-even analysis 11

Financial Statements 11

Income Statement 11

Balance Sheet 11

Cash Flow Statement 11

Appendices 12

# 1.0 Executive Summary

This is the last thing you will write, and the first thing your reader sees. It should:

* Capture and hold the reader’s attention
* Entice them to read more details in the plan to follow
* Convince them your plan is solid and viable

You should:

* Include condensed versions of the major sections of the plan
* Clarify and understand how all the sections relate to one another before you write this section
* Proofread; as an artist, writing may or may not be strength of yours. Have someone edit your narrative and proof the final copy before you start using it with investors / strategic partners, etc.

As a basic structure, you can use the following outline:

## 1.1. Problem Assessment

## 1.2 Solution (Your product/service)

## 1.3 Market

## 1.4 Competition

## 1.5 Financial Highlights

# Mission Goals and Objectives

## Vision

Type your vision

## Mission

Business name’s mission is to do this…for these people…in this specific area… (Who, what and where)

## Goals

1. This is how you intend to achieve your mission (When and how), remember SMART goals
2. For example, a goal could be to incorporate your business within the next three months.

## Core Beliefs

(Why) While not a requirement for all business plans, this helps provide context and explain to others why you do what you do.

# Background Information

Provide an industry overview. For additional information about greater Cleveland’s creative industries, visit AssemblyCLE.org/Research

For industry-specific information, include your knowledge as well as information provided by industry insiders. (The Opportunities and Threats part of your SWOT analysis will supply some of the information you put in this section).

## Industry Trends

Supply past and present industry trends that affect your business.

## Industry Trajectory

Is it growing or shrinking? Is recent technology changing the industry and what are you doing about that? How you fit within this context? Add your own insight into where the industry is heading.

## External Factors

Include information on any economic, social, or political trends that affect either the discipline in which you work or the region. Add the factors that could affect your creative venture specifically depending on how it plays out.

# Organization and Management

People and structures that will make this business run smoothly and why

## Legal Formation

Are you an LLC, Sole Proprietor, Private Partnership?

## Responsibilities and Qualifications

List your lead staff, which may only be you, and your bio. If you have with others, hire apprentices or work with volunteers, you can put together organizational chart. You’ll want to think through and build in the following items to these descriptions:

* Strengths of the team
* Unique skills that give you an advantage
* Compensation
* Availability of personnel for growth
* Recruiting procedures

## Outside board of advisors

Perspective from outsiders is crucial to the success of the business. Having a well-rounded group of advisers increases the reader’s confidence that the business is getting input needed to run successfully. Some things to think about:

* Represent all the aspects of the business: artists, business people, legal and financial expertise if you know someone in each area.
* This is not a list of everyone you talk to about the business. They should know about and be comfortable with you listing them as an advisor.

# Products and Services

Clearly name what products or services you offer using the activity provided in Session 3.1. You will want to both list your work, and supply any description or context if a certain line of items needs it.

* Clearly outline the *benefits* the products/services provide to customer
* Do not include proprietary information, processes or trade secrets
* Discuss unique niche or role that your product/service fills either within your art form and buyers of that work, or the broader market at large. In other words, why will people pay for your work?
* Make a note of any new or added products/services
* Include information on any seasonality issues your product or service encounters
* Do you encounter Patent/Licensure issues?

# Marketing Plan

## Market Analysis

Describe the market(s) a business intends to serve (Target Market/Customer Profile)

* Describe the size and future trends
* Back up with research

Identify opportunities for growth in the industry

## Competitive Analysis

* Name your competitors
* Show your strengths compared to your competitors
* Describe barriers to entry in the market
* Identify opportunities for collaboration with competitors for mutual benefit (Strategic Partners)

## Marketing Strategy

* Define specific marketing strategies to reach target market
* Show who will manage marketing
* List what kinds of things you will have to pay for associated with those marketing strategies
* Specific outcomes you hope to achieve, like number of tickets sold, items sold, publishing offers, online readership, etc., and how you will track results.
* Consider a customer service plan
	+ ***If you increase your production, how will you maintain quality and meet demand?***

# Operational Plan

Describe he overall process that runs the business model. You do everything in a certain order, you have help for certain things like managing a website or filing your taxes, etc.

## Product to Market

Describe how your work will go from idea to creation to production to sales and experience from beginning to end.

Supply some information about how you create your product/service. You don’t need deep details; do not include anything you would consider proprietary

Discuss “quantity,” and how you will make sure you are creating or performing enough to substantiate costs/revenues. This is arguably the most difficult balance for artists. Define how much time you need to develop a quality piece, how much time you’ll need to spend “selling” and make sure you know what the lowest price should be to balance your budget.

## Record Keeping and Management

Make sure you have a system to record and file every sale, receipt, payment, etc. Exact financials will be in the next section; this is about the systems being in place as you develop as a financial stable artist.

##

## Exit strategies

You will always be an artist. As such you may expect change. How will you make sure that if you go in a different direction or fold the business, that you will be able to responsibly close the books, pay off final liabilities and manage relationships?

# Financial Statements and Projections

This is the fun part. It’s the longest and most crucial section (which is probably why it goes last).

## Break-even analysis

What it will take to launch a business, sustain it, and begin making a profit or living wage. Include assumptions made in financials

* Don’t forget to include normal business expenses, especially those you associate with creating your work, and may not event thing much about anymore.

## Financial Statements

(Year 1, by month; Years 2 and 3, by quarter; by year after Year 3) consider:

* + Assets required to operate the business (both cash and physical or proprietary things you own)
	+ Salary of the business owner
	+ Financial backing

## Income Statement

## Balance Sheet

## Cash Flow Statement

# Appendices

Attach documents that support your plan but are not appropriate elsewhere.

* Resume or CV
* Market research data or statistics
* Pricing lists
* Competitor information
* Letters or documentation from current or potential customers
* Marketing pieces