

BUSINESS PLAN DEVELOPMENT GUIDE

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INTRODUCTION



A well-crafted business plan is essential for planning and is a crucial management tool to help your business succeed. A business plan provides guidelines for measuring profitability, focuses on what actions will be taken during and after project implementation, and is also required for grants and loans. Writing your business plan provides you an opportunity to communicate your business and where your business will be in the future.

The following provides a general guide for what is included in a business plan and how to present your business information.

Following this template is not required, but is recommended to ensure that you have provided all the necessary information for the reviewers to give you all the points you deserve. There is no set length to a business plan, but it should cover all the necessary information about your business and plan for the future.

Your business plan should be clear and concise, allowing those unfamiliar with your business or industry to understand your company's capabilities and financial stability. Be sure to make your plan as realistic as possible, especially regarding projections into the future. Include any relevant research to support your claims. We also recommend including pictures or graphs of your product or farm. Also, remember that your business plan will change based on your needs, so make sure you tailor your plan to fit the needs of whatever opportunity you are pursuing. Think of it as a living document that is regularly being updated and adapted.

Remember that the business plan is forward-looking. You should discuss how your business has gotten to where it is, but the focus of the document should be on what your company will look like in the future. You may not know exactly what will happen in the future, but your business plan is your opportunity to show what you think is most likely to occur.

WHAT YOU NEED BEFORE YOU START

Before you begin writing, it's useful to gather documents and information that you will need to inform the business plan. Taking this step will save you time and frustration as you start the creation process. It will also lead to a better quality plan.

DOCUMENTS TO GATHER BEFORE WRITING YOUR BUSINESS PLAN:

- Business Description and Product/Service Details
- Articles of Incorporation or Operating Agreements
- Marketing Plans or Marketing Material Examples
- Balance Sheets and Profit & Loss Statements
- Previous Grant Applications or Funding Requests
- Other Relevant Financial Statements and Business Documents

APPEARANCE AND PRESENTATION

The visual presentation of your business plan is often the first aspect potential investors, lenders, and partners will notice. A professionally formatted and visually appealing document conveys competence, attention to detail, and respect for the reader's time. While compelling content remains important, the manner in which that content is presented can significantly influence how your plan is received and evaluated.

KEY ELEMENTS OF EFFECTIVE BUSINESS PLAN PRESENTATION

- **Consistent Formatting:** Maintain uniform fonts, spacing, margins, and heading styles throughout the document. This consistency creates a cohesive, professional appearance that is easy to navigate.
- **Strategic Use of Visual Elements:** Incorporate charts, graphs, and images where they add

genuine value and clarity. Visual representations of financial projections, market trends, or product features can communicate complex information more effectively than text alone.

- **Professional Layout:** Ensure adequate white space, clear section breaks, and logical progression from one topic to the next. A cluttered document suggests disorganized thinking, while a clean layout enhances readability.
- **Error-Free Content:** Thoroughly proofread for spelling, grammatical, and factual errors. Even minor oversights can undermine your credibility and suggest carelessness.

GUIDELINES FOR PROFESSIONAL PRESENTATION

To ensure your business plan presents a professional and polished image, consider these practical guidelines:

- **Use Clear Headers:** Implement a consistent hierarchy of headers to organize information and guide readers through your document. This makes it easier for busy executives to quickly locate specific sections of interest.
- **Balance Text and Visuals:** Avoid text-heavy pages that can overwhelm readers. Strategically intersperse visual elements to break up dense information and highlight key points.
- **Maintain Brand Consistency:** Incorporate your company's colors, logo, and visual identity where appropriate to reinforce brand recognition and demonstrate cohesive thinking.
- **Create a Compelling Executive Summary:** Format this critical section with particular care, as it may be the only portion some readers examine in detail. Use concise paragraphs, strategic bold text for emphasis, and possibly one impactful visual element.
- **Include a Table of Contents:** For plans exceeding 10 pages, a well-formatted table of contents demonstrates organization and helps readers navigate directly to sections of interest.

By following these presentation guidelines, you can create a business plan that not only communicates your business concept effectively but does so in a manner that inspires confidence and professionalism. Your business plan is often your company's first formal introduction—ensure it makes a positive and lasting impression through both its content and presentation.

USING A BUSINESS MODEL CANVAS

The Business Model Canvas is a strategic management tool that helps you develop a framework for planning and describing your business. The visual one-page format makes business models easier to work with compared to traditional business plans. Filling this out is a great step before completing your whole business plan. It shows you how to create, visualize, and improve your business ideas.

A blank business model canvas is on the next page (**FIGURE 1**). Below is a description of the blocks on the canvas and the questions that this block should answer. The answers to these questions will become easier as you work through this guide. You can always revisit this canvas and improve your answers. In fact, that is the point! Keep fine tuning your idea with input from others.

Customer Segments: Describe your target market — which customers will generate the most sales?

Customer Relationships: What are customer expectations in these target markets? How will we establish this relationship and maintain it?

Channels: Which channels (retail, wholesale, internet, etc.) will we use to reach the target customer?

Value Proposition: What need are you filling for your customer? What pain are you relieving or what gain are you creating? This, in other words, is your product or your service.

Revenue Streams: What are the largest revenue streams and how will the customer pay for this value?

Key Partners: Key suppliers, business partners, distributors, etc. Who are these key partners and what activities to they perform?

Key Activities: What key activities does our value proposition require?

Key Resources: What key resources are needed does our value proposition require?

Cost Structure: What are the major costs involved in your business model?

FIGURE 1

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

BUSINESS PLAN OUTLINE

The following is a brief outline of the sections presented in this guide.

This outline may be used as a template or table of contents for your business plan.

1. **Cover Sheet**

2. **Executive Summary** (no more than one page)

3. **Company Description**

- Description of the business
- Products or services
- Location and facilities
- Methods of record keeping
- Key tools

4. **Organization and Management**

- Legal Structure
- Management
- Personnel
- Contracted professionals

5. **Market and Industry Analysis**

- Market trends
- Industry trends and descriptions
- Competition

6. **Marketing and Promotion**

- Target market
- Promotional activities
- Marketing implementation strategy
- Marketing budget

7. **Service or Product Line**

- Product benefits
- Product design
- Pricing

8. **Funding Request**

- Grant funds requested
- Matching funds and sources
- Uses of grant funds

9. **Financials**

- Summary of financial needs
- Profit and loss/income statement
- Cash flow
- Sources and uses of funds

10. **Appendix**

- Product example photos
- Maps
- Pro Forma income statement
- Profit and Loss full statement

1 | COVER SHEET

The first page of your business plan will be the cover sheet to serve as the title page of your plan. It should contain the following information: company name, company address, company phone number, website, logo (if you have one), and date that the plan is created.

2 | EXECUTIVE SUMMARY

Your Executive Summary is a snapshot of your business plan as a whole and touches on your company profile and goals. The summary should include your mission or vision statement, basic information about the business, management, and location.

The summary should also highlight any specific projects that expanded upon in the plan overall. Be sure to include a high-level summary of your financial information and reference to the funding you are seeking and how it would help you reach your goals and how long you expect it to take you to reach them.

The Executive Summary should not exceed one page. This is the first impression that a reader will have of your business, so be sure to fully convey your business idea and overview.

Though this is the first section in the document, many people find it easier to write this section last after the information is available from the other sections of the business plan.

3 | COMPANY DESCRIPTION

Your company description provides information on what you do – what makes your business different from others. What will make your business a success? Who is your management and why can they guide your company to success? Discuss your business philosophy and what values your business holds, as well as your goals for the future.

This section will also include your company background and history such as how the business was started, what efforts have you taken to grow the business, and where you are at in your overall vision for the business (start up, growth phase, etc.).

4 | ORGANIZATION AND MANAGEMENT

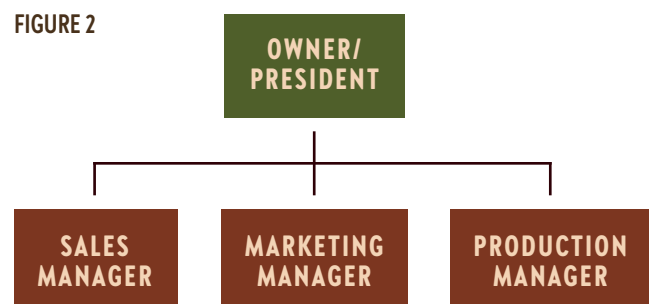
Every business is structured differently, so use this section to describe how you are organized, including your current management and staff.

Describe your organization's structure, such as sole proprietorship, LLC, etc. and discuss if this structure will continue to fit your operations as you grow. Provide a list of the owners and their ownership percentage.

Be sure to address who your management team is and why they can guide your company to success. Give a brief biographical overview that shows why they should head your business. If you or your family are currently managing the business, even if they are unpaid, be sure to discuss those positions in your plan.

Include a brief description of the key employees. If your business does not currently have dedicated employees, describe your plans to hire additional staff and the expertise they will provide, if necessary.

An organizational chart to show the hierarchy of your staff and management provides a good visual representation of your structure to readers. **FIGURE 2** shows one example of a hierarchy for your plan.



State if you will use outside expertise to support your business, such as bookkeepers, accountants, lawyers, IT support, or advisors. If so, list them along with their anticipated roles.

Also include a discussion of any existing legal contracts such as leases for farmland or facilities, or any patents or trademarks that you own.

5 | MARKET/INDUSTRY ANALYSIS

Before launching your business, it is essential for you to research your business industry, market and competitors. This information should be presented here to inform the readers of the current and past trends of the industry as well as the potential markets for your products. Provide industry information to show how your business is competitive within the market and if the industry is well-established or up and coming.

Use research to support your claims for future growth and prove to the readers that your project and products have the potential for success. Be sure to document all industry research, providing sources and citations when necessary. Keep in mind that this section tends to take on a macro view of the market and industry whereas the following section, Marketing and Promotion, will focus on the subset of that market or industry.

6 | MARKETING & PROMOTION

This section presents your plan for marketing and selling your products. A good marketing plan is needed for your business growth and success. Provide a description of how you plan to market your business and your sales strategy. Be specific, and list out the consumers, organization, or businesses your company currently serves or plans to reach.

Your marketing plan should support how you will reach your projected sales goals:

- Describe how you will attract and retain customers, including how you will break into new markets, if applicable.

- Discuss the marketing activities and outlets that you will use to reach customers.
- Describe how and where the sales will be conducted, including in-person, social media, wholesale, etc.
- Provide a budget for your marketing plan.

Your marketing plan should also support your financial growth for the future. Use this section to show readers you know how to reach your sales goals and how you intend to continue growing your sales. Prove to the readers that you have a plan to increase your customer base or sell more to your current customers.

A SWOT analysis is a common tool used to summarize your strengths, weaknesses, opportunities, and threats for your business. **FIGURE 3** is a sample SWOT matrix.

Strengths and weaknesses should represent the internal environment of your business, such as if you have the right expertise in house or if staff capacity is limited. The opportunities and threats to a business come from the external environment, such as impacts to the business from new or changing regulations. This analysis is typically followed up by a description of your strategy to reach your objectives and goals.

FIGURE 3

STRENGTHS • Highly qualified management team • Established in house operations	WEAKNESSES • Insufficient infrastructure to expand • High turnover for general labor
OPPORTUNITIES • Growing demand for local products • New retailers looking for niche products	THREATS • Increased competition from other farms • Decreased accessibility to market due to COVID-19

7 | SERVICE OR PRODUCT LINE

Describe what you sell and provide to customers, including products and services. Discuss the benefits your products provide to customers and your product's lifecycle. Include any current or new products that you may add as you expand in the future.

Describe how the product is produced and what is needed to get the product to final sale:

- Do you grow the product yourself or purchase the inputs from suppliers?
- If necessary, do you process your product on-site or use a third party for processing?
- How is your product sold?
- Do you have the necessary capacity or partnerships to expand production and sales in the future?

Provide a listing of all your products and prices you have or expect to receive. Indicate if products have multiple price points, such as wholesale pricing versus retail pricing. Indicate if this pricing is competitive and considered a bargain or premium price compared to other similar businesses in the market.

Many reviewers like to see the cost of goods sold for each product compared to the price to get an idea of the markup you receive (more information about COGS is available under the financial section of this guide). See **FIGURE 4** an example of a pricing table to include in your plan:

FIGURE 4

PRODUCT NAME	RETAIL PRICE	WHOLESALE PRICE	COST OF GOODS SOLD
Product 1	\$4.99	\$2.50	\$1.25
Product 2	\$8.99	\$4.50	\$1.25

8 | FUNDING REQUEST

Your business plan should include a specific reference to funding you are requesting both grants and loans and how it will be used toward your project. Keep the request simple and be sure that it is in line with program eligibility.

In general, you will want to highlight your sources of funding, whether it is money you are contributing to the business or a required match to a specific program you are applying to. Showing that you have “skin in the game” can help prove that you are committed to the success of the project. If matching funds are being provided, include the amount requested, the amount of matching funds available, and the source of the matching funds. A simple table that lists each item requested and the amount requested toward that item can easily show the reader your funding request. **FIGURE 5** is a sample table to outline your budget request.

Also include any attachments as necessary in the appendix to support how the grant funds will be used. This includes attaching any quotes you received, proof of pay rates for employees, and examples of items to be purchased. Make your funding request “real” to give the readers confidence in where their money will be spent.

FIGURE 5

BUDGET ITEM	COST	SOURCE OF FUNDS
Greenhouse	\$6,000	
Cooler	\$3,000	
Dry Storage	\$2,500	
Processing Supplies	\$4,000	
Total	\$15,500	

9 | FINANCIALS

THE STORY YOUR NUMBERS TELL

Think of your business as a story. You have characters (your team), a setting (your market), and a plot (your products and services). The financial section is where you show how your story plays out in real dollars and cents.

Money is the lifeblood of your business. Without enough coming in—and at the right time—even the best business ideas fail. This section shows whether your business can actually make money and stay alive long enough to succeed.

Many people find creating financial projections intimidating. You might worry about getting the numbers “wrong” or feel overwhelmed by complex spreadsheets. But remember: the goal isn’t perfect prediction—it’s showing that you understand how money moves through your business.

WHY YOUR FINANCIAL STORY MATTERS

Numbers without context are just figures on a page. When a loan officer sees “\$75,000 profit in year two,” they can’t tell if this number is good, bad, reasonable, or pure fantasy. But when you explain, “Our jam business projects \$75,000 profit in year two after expanding into three new farmers markets and adding our new apple butter line, which has a 40% profit margin compared to 20% for our regular jams,” you’ve given them something they can evaluate.

Good financial storytelling connects your numbers to real-world actions and decisions. It explains not just what will happen but how and why. This approach transforms abstract projections into a believable business plan that builds confidence.

For you as a business owner, carefully developed financial projections serve as your roadmap. They help you test ideas before investing significant time and money. They allow you to spot potential cash shortfalls months before they happen. They guide

your decisions about when to hire help, when to purchase equipment, or when to expand into new markets. Without this roadmap, you’re essentially driving blindfolded—dangerous for any business.

For others reading your plan—whether lenders, investors, or grant committees—your financial projections demonstrate that you’ve thought beyond the exciting idea stage. Many businesses fail not because they had bad products or services, but because their founders didn’t understand the financial side of their operations. When you present thoughtful, well-explained projections, you signal that you’re not just passionate about your jam business idea; you’re prepared to run a successful business.

CONNECTING NUMBERS TO REALITY

Every number in your projections represents something real. For your jam business, sales figures represent actual customers buying your jars at farmers markets or local stores. Expense projections represent checks you’ll write for fruit, sugar, jars, and kitchen rent. Cash flow reflects the actual dollars available in your bank account to cover next month’s production costs or this week’s market fees.

The most compelling financial projections are those grounded in reality. Instead of saying “we’ll capture 10% of the local jam market” (an abstract claim), say “we’ll sell approximately 500 jars per month at farmers markets and specialty shops, at an average price of \$8 each” (a concrete projection you can actually plan around).

DETAILS MATTER

For each major number in your projections, ask yourself “What actions will make this happen?” For example, if you project \$50,000 in annual sales, break this down to the number of customers needed per day or week, how they’ll find you, and what they’ll spend. This exercise helps you verify whether your projections are achievable and identifies the specific actions you need to take to reach your goals.

Similarly, don't just state that your jam business will be profitable—explain how you'll get there. Will you focus on premium organic ingredients with higher margins? Will you emphasize volume sales with thinner margins but greater overall profit? Will you start with a limited product line of three jam flavors and expand to preserves and fruit butters over time? Your financial story should make these strategies clear through numbers that reflect your thinking.

Remember that investors and lenders have seen countless business plans. They can quickly spot the difference between thoughtful, reality-based projections and wishful thinking. When your financial story connects logically to your jam business concept and market realities, it strengthens your entire plan.

FOCUSING YOUR FINANCIAL LENS: WHOLE BUSINESS VS. SPECIFIC PROJECTS

When preparing your financial projections, consider carefully what scope makes most sense for your purpose. For your jam business, some situations call for comprehensive projections covering your entire operation, while others are better served by focusing on a specific project or product line.

If you're applying for a grant to develop a new line of sugar-free jams, you might focus financial projections specifically on that product line, showing how the grant would impact production capacity, sales, and profitability of those specific products. By contrast, if you're seeking a business loan to expand your entire operation, you would present projections for your whole jam business—including regular jam production, specialty preserves, wholesale accounts, and farmers market sales—to demonstrate overall business viability.

Match your financial scope to your audience's interests and your immediate business needs. This targeted approach not only makes your projections more relevant but also simplifies your task, allowing you to develop more accurate and meaningful financial forecasts.

FINANCIAL PROJECTIONS AS CONVERSATION STARTERS

View your projections not as final answers but as the beginning of important conversations—both with yourself and with potential funders. Good projections raise questions that lead to better business planning: What happens if your jam sales grow more slowly than expected? What if berry prices increase? When is the right time to hire additional help at farmers markets?

By thinking through these scenarios in advance, you prepare yourself for the inevitable twists and turns of business ownership. You might discover that your initial jam business concept needs refinement to be financially viable. Perhaps you'll realize that you need more startup capital than originally thought to purchase canning equipment, or that certain expenses could be reduced without sacrificing the quality of your jams.

These insights are valuable, whether they come from your own analysis or from questions raised by those reviewing your plan. The financial section isn't just about proving your jam business will work — it's about discovering how to make it work better.

LEARNING FROM YOUR FINANCIAL HISTORY

Just as jam makers rely on past harvests to plan future production, smart business owners use

PROJECTION FOCUS

Before creating detailed projections, determine whether you need to focus on your entire operation or a specific project. This decision should align with your purpose—grant applications often benefit from narrowly focused projections that show exactly how the funds will impact a particular enterprise, while loan applications typically require comprehensive projections to demonstrate overall business stability. Being clear about your scope upfront saves time and creates more targeted, convincing financial narratives.

historical data to create credible forecasts. For established businesses, your own track record is your best guide—those sales figures reveal seasonal patterns, best-selling flavors, and promotion impacts.

New businesses must become financial detectives. Research similar vendors at farmers markets, talk to retailers about typical specialty food volumes, and review industry reports for average margins. This research substitutes for personal history.

When using past performance to project future results, acknowledge both historical patterns and changing conditions. Will a new competitor affect your jam sales? Is there a growing trend toward organic products? Show your work: “Our projection of 450 jars monthly is based on our average of 350 jars last year, plus the 30% increase we’ve consistently seen after adding each new market.” This transforms your projections from wishful thinking into evidence-based forecasting (FIGURE 6).

ESSENTIAL FINANCIAL STATEMENTS

Now let’s walk through the key financial statements you’ll need for your business plan. We’ll start with the most important ones and keep everything simple and practical.

THREE KEY FINANCIAL STATEMENTS FOR YOUR BUSINESS

Your business plan needs three basic financial statements. Think of these as different angles to view your jam business through — each tells an important part of your financial story.

Don’t worry if your data isn’t perfect. Start with what you have and make reasonable estimates where needed. It’s better to make an educated guess than to leave sections blank.

PROFIT AND LOSS STATEMENT: WILL YOUR JAM BUSINESS MAKE MONEY?

The profit and loss statement (P&L) is the most straightforward financial statement. It answers the basic question: “Will this jam business be profitable?” Think of it like a recipe:

Sales - Costs = Profit (or Loss)

For our jam business example:

Annual Sales: 4,000 jars × \$8 = \$32,000

Remember that sales usually aren’t even throughout the year. Your narrative should explain: “Our jam sales peak during summer farmers markets and holiday gift season.”

SEASONALITY

Consider seasonality in your business. Most businesses don't have consistent sales throughout the year. Think about when your busy and slow seasons occur and reflect this in your monthly projections.

Direct Costs: 4,000 jars × \$4.50 cost per jar = \$18,000
(Includes fruit, sugar, jars, labels, production labor)

Operating Expenses: \$8,600
(Includes kitchen rent, market fees, insurance, marketing)

Net Profit: \$32,000 - \$18,000 - \$8,600 = \$5,400
Many small businesses aim to break even or show minimal profit on paper to reduce taxes. However, for business planning and funding purposes, showing healthy projected profits demonstrates viability.

FIGURE 6

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEAR END SALES
SALES PRICE	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	–
UNITS SOLD	600	625	650	675	800	900	950	975	925	800	750	575	9,225
TOTAL SALES	\$6,000	\$6,250	\$6,500	\$6,750	\$8,000	\$9,000	\$9,500	\$9,750	\$9,250	\$8,000	\$7,500	\$5,750	\$92,250

CASH FLOW VS. PROFIT: WILL YOUR JAM BUSINESS HAVE MONEY WHEN YOU NEED IT?

Many profitable businesses fail because they run out of cash. Your cash flow statement shows when money actually moves in and out of your jam business’s bank account.

For our jam business, a simple cash flow (FIGURE 7) might show:

FIGURE 7

MONTH	CASH IN	CASH OUT	BALANCE
Starting	–	–	\$2,000
January	\$1,200	\$2,300	\$900
February	\$1,500	\$1,800	\$600
March	\$2,200	\$1,900	\$900

Tell the story here: “Our jam business needs extra cash reserves in winter to buy fruit and jars before our peak sales season. By March, our cash position improves moderately as farmers market sales increase at the beginning of spring.”

The key insight: When might you run out of money? This helps you plan for capital needs before a crisis hits.

SOURCES AND USES OF FUNDS: HOW WILL YOU FUND YOUR JAM BUSINESS?

If you’re seeking funding, this statement (FIGURE 8) is crucial. It simply shows where money will come from and how you’ll use it.

FIGURE 8

SOURCES AND USES OF FUNDS			
USE	AMOUNT	SOURCE	AMOUNT
Starting Inventory	\$5,000	Bank Loan	\$20,000
Commercial Kitchen Equipment	\$15,000	Grant	\$5,000
Marketing	\$3,000	Owner Savings	\$5,000
Working Capital	\$12,000	Family Investment	\$5,000
Total	\$35,000	Total	\$35,000

Think of your sources and uses as a weight scale. If assets increase, either liabilities or owner’s equity must increase by the same amount to stay balanced. For example, if you buy a \$10,000 piece of equipment (asset increase) using a \$7,000 loan (liability increase) and \$3,000 of your own money (equity increase), the equation stays balanced.

Where the money comes from: \$35,000 total

- Bank Loan: \$20,000
- Grant: \$5,000
- Owner Savings: \$5,000
- Family Investment: \$5,000

How the money will be used: \$35,000 total

- Starting Inventory (fruit, sugar, jars): \$5,000
- Commercial Kitchen Equipment: \$15,000
- Marketing (labels, website, market booth): \$3,000
- Working Capital: \$12,000

Be specific about major purchases: “The commercial kitchen equipment includes a \$9,000 canner that triples our jam production capacity.”

EXAMPLES OF FUNDS AND USES

Sources

- Cash and savings
- Sale of equipment
- Retained earnings
- Bank loan(s)
- Line of credit
- Owner contributions

- Grants

Uses

- Purchasing inventory
- New equipment
- Building renovation/
construction
- Supplies

Never approach funders with a vague request for working capital or general support. Instead, frame your request in terms of specific capacity building or growth opportunities: "We're seeking \$75,000 to purchase a commercial-grade bottling line that will increase our production capacity by 300%, reduce labor costs by 40% per unit, and allow us to pursue wholesale accounts with three regional distributors who have already expressed interest in our product."

MAKING YOUR NUMBERS BELIEVABLE

Financial projections are educated guesses about the future. Here's how to make yours credible:

Tell your story through numbers: Connect your projections to real business activities. Don't just say "jam sales will increase 20%" — explain that you're adding two farmers markets with 500 weekly visitors who typically buy specialty foods.

Be conservative: It's better to exceed modest projections than to miss ambitious ones. Lenders appreciate realistic numbers over exciting but unlikely ones. Project selling 15 jars per market day, not 50.

Show your work: Explain your thinking. "We project adding 30 new jam customers per month based on our first six months of operation and planned marketing efforts at local food festivals."

Keep it simple: Focus on the key drivers of your jam business. You don't need dozens of line items — concentrate on what really matters to success: jar sales, production costs, and seasonal fluctuations.

Remember, the purpose of financial projections isn't perfect prediction—it's demonstrating that you understand your jam business and have thoughtfully planned for its financial future. When you combine solid numbers with clear explanations, you build confidence in your business plan.

TIPS & TRICKS FOR PRESENTING YOUR FINANCIALS

- Present your historical data AND use that to make your projections. Your business plan should be forward-looking. Create reasonable estimates based on past data.
- Try to use as many graphs, charts, and tables as possible. Be clear and concise. Avoid going into too much detail on each individual number and just try to hit the high points.
- An Excel worksheet, or an accounting program, will be the easiest way to create your projections.
- To aid yourself and your reader, calculate all your expenses as a percentage of your sales for the year. Discuss these percentages in your plan.

THE BALANCE SHEET

The balance sheet is a statement of financial position. It reports your business's assets, liabilities, and equities at a specified time. The accounting equation is **Assets = Liabilities + Owners' Equity (FIGURE 9)**. The balance sheet is also called "The Statement of Financial Position" because it shows what proportion of the assets the bank owns versus how much the owner can claim. Banks use the balance sheet to evaluate whether there are enough assets to cover the bank's claims (liabilities) should the business fail.

The balance sheet (**FIGURE 10**) divides assets and liabilities into current, intermediate, and long-term categories.

ASSET CATEGORIES

- **Current Asset:** Assets that can be converted to cash during normal operations. Examples include cash, inventory, and accounts receivable.
- **Intermediate Asset:** Assets that can be liquidated but would alter the business's ability to operate. Examples include equipment and machinery.
- **Long-Term Asset:** Assets that cannot be sold without the business being terminated. Examples include land and permanent buildings.

FIGURE 9

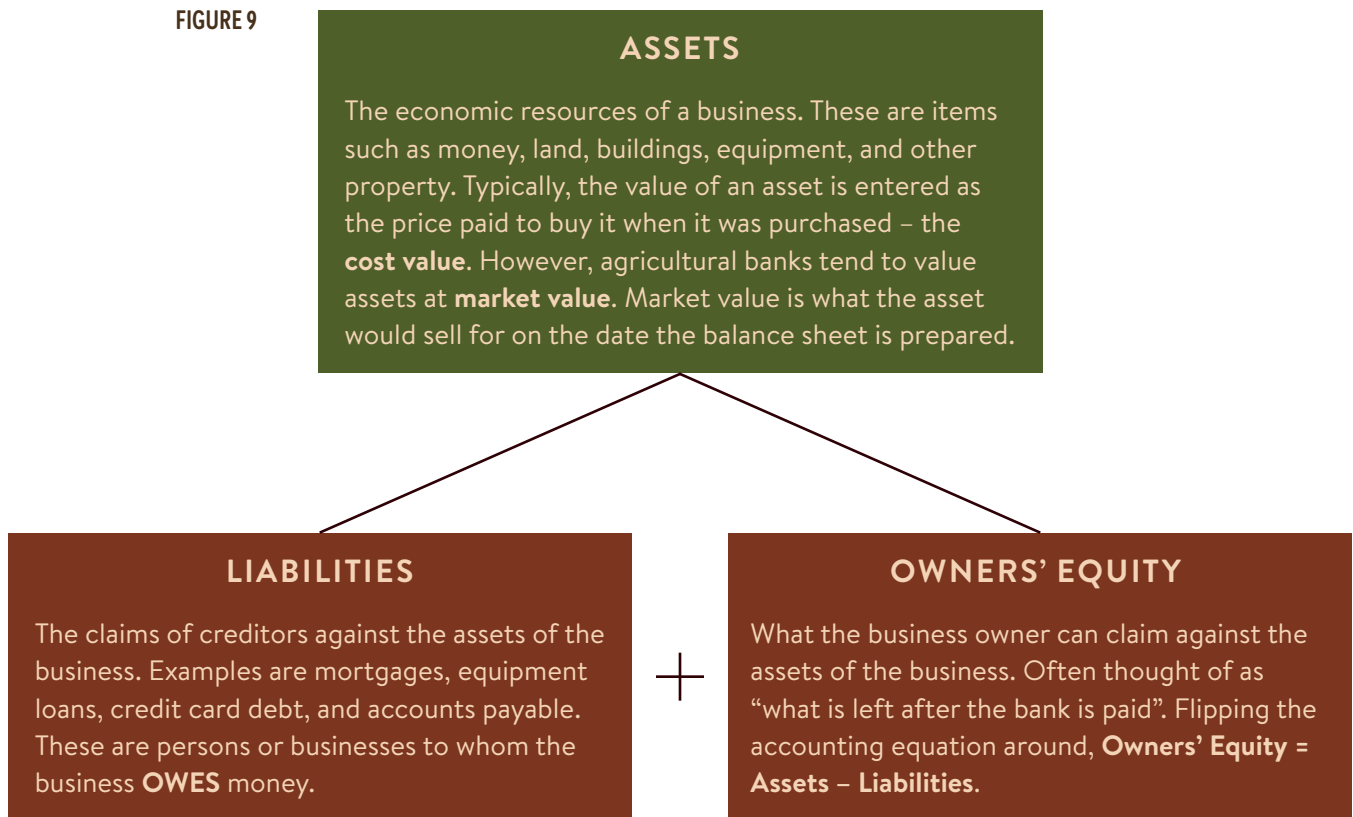


FIGURE 10

ASSETS		LIABILITIES	
Current Assets		Current Liabilities	
Checking Account	\$7,500	Operating Line of Credit	\$1,500
Savings Account	\$50	Credit Cards	\$500
Accounts Receivable	\$400	Accounts Payable	\$0
Inventory	\$35,000	Other Current Liabilities	\$0
Intermediate Assets		Intermediate Liabilities	
Vehicles	\$15,000	Vehicle Loans	\$5,000
Machinery	\$20,000	Machinery Loans	\$16,500
Farm Equipment	\$0	Equipment Loans	\$0
Long Term Assets		Long Term Liabilities	
House	\$100,000	Home Mortgage	\$75,000
Land	\$55,000	Land Mortgage	\$25,000
Total Assets	\$232,950	Total Liabilities	\$123,500
Owner's Equity Assets - Liabilities	\$109,450	Owner's Equity + Liabilities	\$232,950

LIABILITY CATEGORIES

- **Current Liability:** Debts that are to be repaid within a year’s time. Examples include credit card debt, operating loan, and accounts payable.
- **Intermediate Liability:** Loans with a repayment schedule from 1–10 years. An example includes equipment loans.
- **Long Term Liability:** Loans with a repayment schedule in excess of 10 years. An example includes mortgages.

COST OF GOODS SOLD / VARIABLE EXPENSES

The second step is to estimate the Cost of Goods Sold (COGS), sometimes called variable expenses. COGS includes all expenses that are directly related to the creation of your product and is an integral part of creating the profit and loss statement for your business plan. **FIGURE 11** displays items that should be included.

Discuss your cost of goods sold on a broad level (overall costs) as well as a per unit basis. Readers love per unit costs and profit as it gives them a better idea of your potential. See **FIGURE 12** for an example of calculating per unit cost and profit.

Using something like the table in **FIGURE 13**, talk about your variable expenses. In this example, they spend about \$1,500–\$2,500 on direct labor each month. At the end of the year, they have spent about 27% of their revenue on these positions. In your own plan, you could discuss that expense. What positions are there? What are their responsibilities? How much are they paid? Will you need to hire more direct labor?

FIGURE 11

COST OF GOODS SOLD / VARIABLE EXPENSES
Materials, payment to processors, ingredients, supplies
Direct labor
Shipping and packaging costs

FIGURE 12

PROFIT PER PRODUCT

If I sell 1,000 steaks for \$10.00 each, how much am I spending and how much do I make per sale?

Using an example from the income statement of a company:

Revenue	\$ 10,000
COGS	\$ 3,500
Fixed Expenses	\$ 4,200
Interest/Tax/Depr.	\$ 900
Net Income	\$ 1,400

What does this mean for the company on a per unit basis? Per \$10 steak, the company will spend \$3.50 on direct production of the cattle, \$4.20 on fixed expenses like insurance and salaries, \$0.90 on things like interest, leaving them \$1.40 per steak (14%) as net profit per unit.

OPERATING MARGIN / GROSS MARGIN

Step three is calculating your operating margin. To do this, subtract the total cost of step two (COGS) from the total sales in a year (step one) to determine your margin. Readers like to see positive margins as it indicates that the direct production aspect of your business is successful, even if other expenses may be high.

- If your operating margin/gross margin is positive, make sure to mention that in your financial section. Discuss ways you can improve it as time goes on.
- If your variable margin is negative, try to discuss why it is not as bad as it looks and ways you have brainstormed to increase it over time. Try to scheme ways to make it positive/move towards positive in your business plan.

Using the table in **FIGURE 13**, this business would talk about their operating margin in terms of overall dollar figure as well as percentage of sales. They have a positive margin of about \$23,000 and it’s roughly 25% of their sales. In all, they spend about 75% of their sales on variable expenses while having

FIGURE 13

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
DIRECT LABOR	\$1,626	\$1,694	\$1,762	\$1,829	\$2,168	\$2,439	\$2,575	\$2,642	\$2,507	\$2,168	\$2,033	\$1,558	\$25,000
INGREDIENTS	\$1,431	\$1,491	\$1,551	\$1,610	\$1,908	\$2,146	\$2,266	\$2,325	\$2,206	\$1,908	\$1,789	\$1,371	\$22,000
SUPPLIES	\$650	\$678	\$705	\$732	\$867	\$976	\$1,030	\$1,057	\$1,003	\$867	\$813	\$623	\$10,000
PACKAGING COSTS	\$780	\$813	\$846	\$878	\$1,041	\$1,171	\$1,236	\$1,268	\$1,203	\$1,041	\$976	\$748	\$12,000
OPERATING MARGIN / GROSS MARGIN	\$1,512	\$1,575	\$1,638	\$1,701	\$2,016	\$2,268	\$2,394	\$2,457	\$2,331	\$2,016	\$1,890	\$1,449	\$23,250

25% left over to cover various fixed expenses and non-cash charges.

FIXED EXPENSES / OVERHEAD EXPENSES

The fourth section on the profit and loss statement you will create includes all of your fixed expenses. Four common categories are equipment expenses, facility expenses, marketing expenses, and general and administrative expenses (FIGURE 14). You can arrange these into any categories you like but try to keep them separate from your variable expenses.

Discuss these expenses concisely but generally mention a few of their details. Mention their percentage of sales and how they might change as you grow.

EBITDA

Calculating and discussing EBITDA or earnings before interest, taxes, and depreciation and amortization is the fifth step of the profit and loss. This is calculated by subtracting the fixed expenses we just discussed from the operating margin (FIGURE 15). Discuss it in overall terms and in percentage of sales.

NON-CASH EXPENSES

Non-cash charges are always included on an operating statement and is step six to creating a profit and loss statement. These do not directly involve cash transactions but are deducted from EBITDA just the same. They can come from a variety of sources such as depreciation and interest expense.

FIGURE 14

EQUIPMENT EXPENSES

- Regular maintenance on equipment
- Leases on company vehicles

FACILITY EXPENSES

- Facility insurance
- Pest control
- Utilities
- Facility cleaning supplies or services
- Computer services

MARKETING EXPENSES

- Social media boosts
- Marketing consultants
- Billboards
- Signage

GENERAL ADMINISTRATIVE EXPENSES

- Salaried wages
- Fees to professionals like lawyers or accounts
- Office supplies
- Business insurance

You can determine your depreciation from your previous years' financial statements. This figure is not likely to change year over year.

To calculate your interest expense, take your outstanding principal and multiply it by your interest rate on your building or equipment. For example, a loan with \$175,000 remaining in outstanding principal and a 4.2% interest rate will have an interest expense for the next year of \$7,350.

FIGURE 15

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
EQUIPMENT EXPENSES													
REGULAR MAINTENANCE	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
TRUCK LEASE	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
FACILITY EXPENSES													
INSURANCE	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
PEST CONTROL	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$300
CLEANING SUPPLIES	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
MARKETING EXPENSES													
SOCIAL MEDIA BOOSTS	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$1,980
BILLBOARD RENTAL	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
GENERAL ADMINISTRATIVE EXPENSES													
FEES TO ACCOUNTANT	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$900
OFFICE SUPPLIES	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$240
EBITDA	\$627	\$690	\$753	\$816	\$1,131	\$1,383	\$1,509	\$1,572	\$1,446	\$1,131	\$1,005	\$564	\$12,630

FIGURE 16

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
DEPRECIATION	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
INTEREST EXPENSE	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$1,140
NET INCOME	\$332	\$395	\$458	\$521	\$836	\$1,088	\$12,14	\$1,277	\$1,151	\$836	\$710	\$269	\$9,090

NET INCOME

The last step to calculate your net income (or loss). Subtract the non-cash expenses from the EBITDA discussed above and then discuss it. Mention it as a percentage of sales so you can talk about your overall profit margin. Talk about the ways you want to use this net income for expansion, paying down debt, buying additional inventory, etc. If you have a net loss, discuss the loss and how you anticipate it changing over the next several years and what plans you have in place to remedy the loss.

The final piece of the profit and loss statement will include your non-cash charges and your subsequent net income (FIGURE 16). Many readers of your business plan will scroll straight to this section so make sure it's discussed adequately.

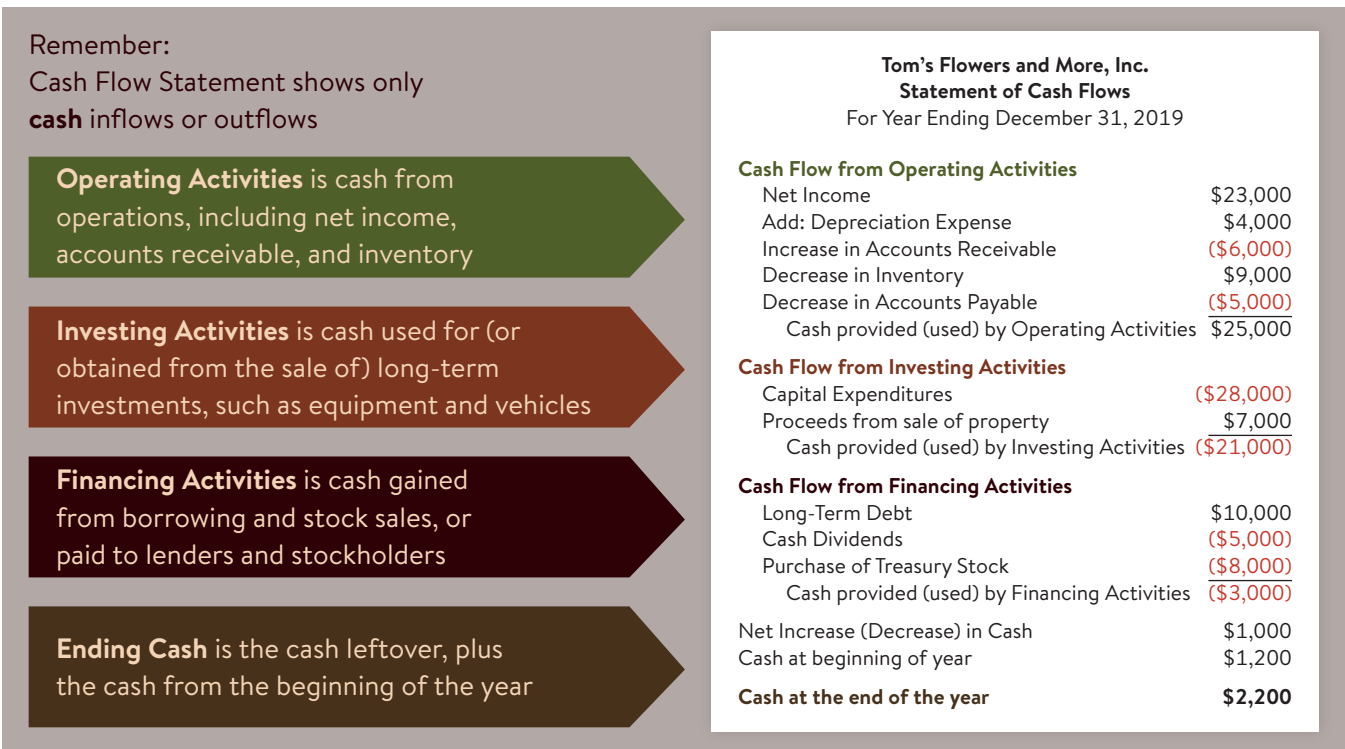
CASH FLOW BUDGET / STATEMENT

Readers of your business plan will always want to know about your cash flow. You can share this information in several ways. You can provide a cash flow budget or you can provide a cash flow statement (FIGURE 17). A cash flow statement is divided into three sections. Regardless of what kind of statement you provide, if you are unable to show positive cash flow, be prepared to answer questions on why and how you are planning to fix it.

CASH FLOW BUDGET

A monthly cash flow budget is a useful tool for yourself and your readers. It's a tangible way of tracking and showing where your business' cash goes each month. Your cash flow budget will include any cash expenditures that you are anticipating for the month such as:

FIGURE 17



- Principal payments on loans
- Ownership withdrawals
- Income
- This budget focuses only on cash transactions and will not include non-cash expenses such as depreciation and amortization.

CASH FLOW STATEMENT

When preparing your cash flow budget, seek to maximize items that improve cash flow while minimizing items that worsen cash flow. Items that improve cash flow include reducing the time it takes to invoice and collect sales, keeping a just-in-time inventory, and having a cash reserve. Items that worsen cash flow include keeping a high level of inventory, not having an operating line of credit, and having large bills due in a short period of time instead of spreading them out over twelve months (i.e. annual property tax and insurance bills).

OPERATING ACTIVITIES

Cash flow from operating activities will include your net income, accounts receivable, and inventory, along with any other operational aspects. Cash from

operations should be positive. If it's not, discuss why and how you will turn that around. Continual negative cash flow will be alarming for readers so don't be afraid to do your best to assuage them.

It's important to note that items like inventory and accounts receivable are considered **cash negatives** and should be delineated as such on this statement. If you have inventory in holding, but not yet sold, you have actually spent cash to create it without receiving anything in return. It cost cash to put together that product, package it, label it, and store it. Accounts receivable is treated roughly the same. Sales made on account have seen inventory (that you have paid for) leave the business while you have yet to be paid. It can be confusing at times when examining your financials, so take extra care to ensure you get items like these right.

INVESTING ACTIVITIES

Cash flow from investing activities will highlight where cash left or entered the business in the purchase/sale of long-term assets or investments. Purchases of a new truck, sale of used equipment, or renovations to a building would be all be included in this section.

FINANCING ACTIVITIES

Cash flow from financing activities will include the receipt of loans, loan payments, grants, or other cash coming into the business from the outside.

ENDING CASH

To finish off this statement, you should have three rows at the bottom of the page. Row one should be the cash you started the year with. Row two should be the sum total of cash entering and exiting the business from the three sections above. Row three should be the addition of row one and two.

In **FIGURE 17**, Tom's Flowers has positive cash flow from operating activities. You can also see that he spent \$28,000 on capital expenditures. It would be beneficial to explain to readers what that expenditure was and how it improved your business. Tom's financing activities section also shows that he received a \$10,000 long-term loan. Again, mention what that loan was for. He also gave out dividends and purchased some treasury stock. These are all useful things to mention so your readers have context when viewing your statements. Overall, Tom's net cash position was positive.

FINANCIAL TERMS GLOSSARY

MONEY BASICS

Sales (Revenue): All the money your business takes in from selling products. For your jam business, this is the total dollars from all jars sold.

Direct Costs: What it costs to make your product. For your jam business, this includes fruit, sugar, jars, and the labor to make the jam.

Operating Expenses: Regular costs to keep your business running that aren't directly for making products. For your jam business, this includes kitchen rent, farmers market fees, insurance, and advertising.

Profit: What's left after you subtract all costs from your sales. This is the money your business actually earns. If your jam business has \$32,000 in sales and \$26,600 in costs, your profit is \$5,400.

Loss: When your costs are more than your sales, creating negative profit. If your jam business spends \$30,000 but only sells \$25,000 worth of jam, you have a \$5,000 loss.

Break-even Point: The amount of sales needed to cover all your costs, but not yet make a profit. If your jam business needs to sell 3,000 jars to cover all costs, that's your break-even point.

Cash Flow: The actual movement of money in and out of your business account. This shows whether you have enough cash on hand to pay your bills when they're due.

Fixed Costs: Expenses that stay the same regardless of how much you produce. Your jam business pays the same kitchen rent whether you make 100 jars or 1,000 jars.

Variable Costs: Expenses that change based on how much you produce. Your jam business spends more on fruit and sugar when making more jars.

Margin: The difference between what you sell something for and what it costs to make. If your jam costs \$4.50 to make and sells for \$8, your margin is \$3.50 per jar.

STARTING YOUR BUSINESS

Startup Costs: One-time expenses to get your business going. For your jam business, this might include equipment, initial ingredients, permits, and website setup.

Working Capital: Money you need to keep your business running before sales can cover expenses. This keeps your jam business afloat during slow months.

Business Loan: Money borrowed specifically for business purposes that you'll need to pay back with interest. You might get a loan to buy your jam-making equipment.

Grant: Money given to your business that you don't have to pay back. Your jam business might receive a grant to develop organic product lines.

Collateral: Something valuable you promise to give the bank if you can't repay your loan. This might be your commercial kitchen equipment.

PLANNING FOR THE FUTURE

Financial Projections: Your best guess at future business numbers based on research and assumptions. This is showing on paper how your jam business will grow over time.

Profit and Loss Statement (P&L): A document that shows whether your business made or lost money during a specific time period. This shows if your jam business is profitable.

Cash Flow Statement: A document showing when money comes in and goes out of your business. This shows whether your jam business will have enough cash each month to pay bills.

Sources and Uses: A simple list showing where money is coming from to start your business and how you'll spend it. This shows how you'll fund your jam business and what you'll buy with that money.

Assumptions: The guesses about the future that your financial projections are based on. "Our jam business can sell at 5 farmers markets each week during summer."



10 | BUILDING AN APPENDIX

An Appendix is an optional but useful place to include any attachments that support claims made in the business plan. Do not include superfluous information that does not add to the plan. Examples of attachments provided in the Appendix include:

- Personnel resumes or employee position descriptions
- Pictures of your farm, products, or machinery
- Promotional documents
- News articles about the company or product
- Permits, leases, and certifications that are relevant to the project
- Expanded financial tables
- Excerpts from industry references, journals, online sources, etc.
- Quotes and other support for funding requests

ORGANIZE YOUR APPENDIX

- To ensure your Appendix is clear and easy to navigate, it is important to use headers to label each item distinctly. This will help readers quickly find the information they need. Here are some guidelines to effectively organize your Appendix:
 - » **Create Multiple Appendices if Needed:** If your Appendix becomes too lengthy or contains diverse types of information, consider creating multiple appendices.
 - **Label them** as Appendix A, Appendix B, etc., and provide a brief description of each in the Table of Contents. Label them even if there is just one appendix.
 - **Use Clear Headers:** Label each item with a clear and descriptive header. For example, use “Personnel Resumes,” “Product Images,” or “Financial Tables” to indicate the content of each section.
 - **Group Similar Items:** If you have multiple documents of the same type, group them together under a single header. For instance, all promotional documents can be placed under one section titled “Promotional Materials.”
 - **Maintain a Logical Order:** Arrange the items in a logical order that aligns with the flow of your business plan. This could be chronological, by importance, or by category.
 - » **Use Sources and Citations:** When including excerpts from industry references, journals, or online sources, ensure you properly cite these sources. This adds credibility and allows readers to verify the information.

By following these guidelines, you can create a well-organized and professional Appendix that enhances the overall quality of your business plan.

The following pages provide examples of pictures, a map, and expanded financial statements that may be included in an Appendix.

EXAMPLE APPENDIX A

MIXED BOUQUET PRODUCT EXAMPLES



Wrapped Bouquet



Vase Bouquet

EXAMPLE APPENDIX B

MAP OF HIGH TUNNEL CONSTRUCTION SITE



New tunnel kit
20 ft × 100 ft



New tunnel kit
30 ft × 100 ft



Completed
tunnel #6



Completed
tunnel #7



EXAMPLE APPENDIX C

PRO FORMA INCOME STATEMENT

PRO FORMA INCOME STATEMENT		
	YEAR ONE	% OF SALES
Sales	\$92,250	100%
Variable Costs	(\$69,000)	-75%
Operating Margin	\$23,250	25%
Equipment Expenses	(\$2,400)	-3%
Facility Expenses	(\$2,700)	-3%
Marketing Expenses	(\$4,380)	-5%
General Administrative Expenses	(\$1,140)	-1%
EBITDA	\$12,630	14%
Non-Cash Expenses	(\$3,540)	-4%
Net Income	\$9,090	10%

EXAMPLE APPENDIX D

PROFIT AND LOSS FULL STATEMENT

PROFIT AND LOSS FULL STATEMENT													
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
SALES PRICE	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	–
UNITS SOLD	600	625	650	675	800	900	950	975	925	800	750	575	9,225
TOTAL SALES	\$6,000	\$6,250	\$6,500	\$6,750	\$8,000	\$9,000	\$9,500	\$9,750	\$9,250	\$8,000	\$7,500	\$5,750	\$92,250
DIRECT LABOR	\$1,626	\$1,694	\$1,762	\$1,829	\$2,168	\$2,439	\$2,575	\$2,642	\$2,507	\$2,168	\$2,033	\$1,558	\$25,000
INGREDIENTS	\$1,431	\$1,491	\$1,551	\$1,610	\$1,908	\$2,146	\$2,266	\$2,325	\$2,206	\$1,908	\$1,789	\$1,371	\$22,000
SUPPLIES	\$650	\$678	\$705	\$732	\$867	\$976	\$1,030	\$1,057	\$1,003	\$867	\$813	\$623	\$10,000
PACKAGING COSTS	\$780	\$813	\$846	\$878	\$1,041	\$1,171	\$1,236	\$1,268	\$1,203	\$1,041	\$976	\$748	\$12,000
OPERATING MARGIN	\$1,512	\$1,575	\$1,638	\$1,701	\$2,016	\$2,268	\$2,394	\$2,457	\$2,331	\$2,016	\$1,890	\$1,449	\$23,250
EQUIPMENT EXPENSES													
REGULAR MAINTENANCE	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
TRUCK LEASE	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
FACILITY EXPENSES													
INSURANCE	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
PEST CONTROL	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$300
CLEANING SUPPLIES	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
MARKETING EXPENSES													
SOCIAL MEDIA BOOSTS	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$165	\$1,980
BILLBOARD RENTAL	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
GENERAL ADMINISTRATIVE EXPENSES													
FEES TO ACCOUNTANT	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$900
OFFICE SUPPLIES	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$240
EBITDA	\$627	\$690	\$753	\$816	\$1,131	\$1,383	\$1,509	\$1,572	\$1,446	\$1,131	\$1,005	\$564	\$12,630
DEPRECIATION	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
INTEREST EXPENSE	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$95	\$1,140
NET INCOME	\$332	\$395	\$458	\$521	\$836	\$1,088	\$12,14	\$1,277	\$1,151	\$836	\$710	\$269	\$9,090

RESOURCES

The following are some additional resources that may be helpful when preparing your business plan. Some of these resources contain further explanations that were outside of this guide and templates.

- **SBA Business Plan Guide**
sba.gov/business-guide/plan-your-business/write-your-business-plan
- **SCORE Business Plan Guide**
score.org/resource/business-plan-template-established-business
- **Beginning Farmer Business Plan Sample**
smallfarms.oregonstate.edu/sites/agscid7/files/smallfarms/interval_farm_business_plan_sample.pdf
- **Understanding Cash Flow Statements**
investopedia.com/investing/what-is-a-cash-flow-statement
- **USDA Farm Business Plan Worksheet**
fsa.usda.gov/documents/form-fsa-2037-farm-business-plan-worksheet.pdf
- **Guide to Understanding Company's Profit and Loss**
corporatefinanceinstitute.com/resources/knowledge/accounting/profit-and-loss-statement-pl/
- **Creating Sources and Uses of Funds Statements**
thebalancesmb.com/sources-uses-funds-statement-397547
- **Calculating Cost Per Unit**
accountingtools.com/articles/how-to-calculate-cost-per-unit.html

The following are some resources that may be helpful when preparing your pitch.

- **SCORE's How to Perfect Your Pitch**
score.org/event/how-perfect-your-pitch
- **Pitch Pointers**
documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:e8071067-647a-4a46-84fa-a950d1b818c6

documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:55696a5f-eb32-49b7-b1bf-ccf3a3c41245

ABOUT THE AUTHORS



South Carolina needs people with passion for growing an agribusiness, because in doing so they grow a farm, a supply chain, and a community. Above all, we need farmers who are entrepreneurs: innovative leaders willing to work hard and think outside the box to bring healthy, diversified crops and products to the market. It's ACRE's job to seek out and support such farmers. By hosting agribusiness workshops, running grant competitions for entrepreneurs, teaching new and beginning farmers the business skills they need to prosper, funding research, and supporting farmland transfer, ACRE works to inspire entrepreneurship and strengthen South Carolina agriculture from the bottom up.



The Extension Agribusiness Team provides information and education on the use of business and economic principles for making decisions involving agriculture, natural resources and communities. Team members consisting of Extension agents, associates and specialists provide targeted educational programming and technical assistance related to agribusiness and promotes the development of economically viable local and regional food systems. Programs and decision tools including enterprise budgets, farm financial analysis, market outlook, farmers market and agritourism development, entrepreneurship, business planning and risk management education are provided for commercial growers, beginning and small farmers, agribusinesses, lenders, and ag professionals for improving profitability and sustainability.



Since 2001, Matson Consulting, LLC has provided business expertise to many rural businesses, enabling them to thrive and grow. They have worked with a diverse and varied group of entities, ranging from individuals to government agencies and institutions. Some of their clients include farmers and producers, groups, producer cooperatives, food banks, food hubs, state and local government entities, international organizations, and nonprofit foundations, working across the agricultural industry. The firm provides direct assistance to farmers and entrepreneurs through business planning, market plan development, strategic organization, and planning, and identifying and applying to funding sources. They also provide their expertise at multiple workshops and conference on various topics related to local foods and business development.

OTHER COLLABORATORS



Small Business Development Center- SBDC is a partner of the Small Business Administration that provides assistance to small businesses and entrepreneurs across the nation. Through free consulting, low-cost seminars and links to resources, SBDC helps jump start startups and makes existing businesses thrive. SBDC consultants work with companies in all stages of development and they provide a variety of services to small businesses, including business consulting and training on business development, financial packaging and lending assistance, procurement and contracting aid, market research, and more.



SCORE is the largest network of business mentors located across the nation. With more than 300 chapters, they act as a resource partner for the Small Business Administration to provide mentoring, workshops, and educational resources. The Greater Aiken chapter alone has a network of over 40 real-world professionals that are part of their volunteer team. Among them are experts in business plan preparation, accounting, administration, marketing, finance, sales, and government contracting. SCORE has a network of highly qualified mentors available to businesses of all shapes and sizes.

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SOUTH CAROLINA DEPARTMENT OF AGRICULTURE

ACRE-SC.COM

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