

COURSE GUIDE

ENT706 START UP FUNDING

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CONTENTS

Introduction

Course Contents

Course Aims

Course Objectives

Working through This Course

Course Materials

Study Units

Textbooks and References

Assignment File

Assessment

Tutor-Marked Assignment

Final Examination and Grading

How to get the Best out of this Course

Facilitators/Tutors and Tutorials

Useful Advice

Summary

COURSE GUIDE

INTRODUCTION

ENT706 START UP FUNDING is a one semester course work having two credit units. It is available to students on PGD. Entrepreneurial in the Department of Entrepreneurial Studies, Faculty of Management Sciences, National Open University of Nigeria.

The course of made up of 15 units covering essential topics in Start up Funding for Entrepreneurship. Start-up funding are designed to prepares students/learners to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship with sources of funding, including, but not limited to, venture capital. Students/learners interact with founders, producers, innovators, manufacturers, venture capitalist and other professionals throughout the semester and prepare and submit Business Feasibility Study and Business Plan. The students/leaners only get a chance to experience a visual ways and techniques from whom they choose as their advisors/mentors that helps in motivating them to be efficient enough to achieve their career goals. Experience sharing by business actors in the economy with students/learners during case presentations.

This course guide tells you what the course is all about, the relevant textbooks you should consult, and how to work through your course materials to get the best out of it. It also contains some guidelines on your tutor-marked assignments.

COURSE CONTENTS

The aim of this course is to introduce you to the subject of Start-up funding designed to prepares students/learners to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship with sources of funding, including, but not limited to, venture capital. Students/learners interact with founders, producers, innovators, manufacturers, venture

capitalist and other professionals throughout the semester and prepare and submit Business Feasibility Study and Business Plan to entrepreneurship development.

COURSE AIMS

The course aims to groom the students in the theories of entrepreneurship in order to understand which prepares them for life journey of entrepreneurship. Sooner or later, the students, after their studies, will be able to model their businesses along with the following:-

- Understanding entrepreneurial practices and key issues of New Ventures Start up business in Socio dynamic environment
- To identify start-up pains and gains of growth of businesses
- Develop a broad range to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship and
- To identify work skills and attributes that are particularly valuable ways and techniques to sources of funding

COURSE OBJECTIVES

In order to achieve the full aims of the course, the study is divided into logical units and each unit states, at the beginning, the objective which is set to be achieved. You are therefore advised to read through the specific objectives before reading through the unit. However, the following represent some of the broad objectives of the course. That is to say, after studying the course as a whole, you should be able to:

Know Core Issues Before Starting

Checklist for Starting A New Venture

Planning Your Start-Up

Feasibility Study Template

Business Feasibility Study Template

Sample (B) Of A Business Plan Outline

Sample (C) Of A Business Plan Outline

Sample (D) Of A Business Plan Outline

The Business Plan and Financial Worksheets

Cash Flow Statement (Budget)

Income Statement

Business Financial History

Issues on Access to Finances Business Expansion

Expanding and diversifying small enterprise

Practical guides to designing, implementing and evaluating entrepreneurship development training programme

WORKING THROUGH THIS COURSE

It is very crucial that you read through the units carefully by consulting the suggested texts and other relevant materials to broaden your understanding. The units may contain tutor-marked assignments to help you. Only when you have gone through all the study materials provided by the National Open University of Nigeria (NOUN) can you satisfy yourself that indeed you have completed the course. Note that at certain points in the course you are expected to submit present business plan for assessment, 50% of the course. At the end of the course, there will be a final examination to test your general understanding of the course 50%.

COURSE MATERIALS

Major components and study units in the study materials are:

Course Title: ENT 706 START UP FUNDING

Study Units We have four modules and fifteen study units under this course.

CONTENT

Module 1

Unit Core Issues Before Starting

Unit 2 Checklist for Starting A New Venture

Unit 3 Planning Your Start-Up

Module 2

Unit 4 Feasibility Study Template

Unit 5 Business Feasibility Study Template

Unit 6 Sample (B) Of A Business Plan Outline

Unit 7 Sample (C) Of A Business Plan Outline

Unit 8 Sample (D) Of A Business Plan Outline

Module 3

Unit 9 The Business Plan and Financial Worksheets

Unit 10 Cash Flow Statement (Budget)

Unit 11 Income Statement

Unit 12 Business Financial History

Module 4

Unit 13 Issues on Access to Finances Business Expansion

Unit 14 Expanding and diversifying small enterprise

Unit 15 practical guides to designing, implementing and evaluating entrepreneurship development training programme

TEXTBOOKS AND REFERENCES

You should use the prepared text for the course made available to you by NOUN. However, in your own interest, do not limit yourself to this study text. Make effort to read the recommended texts to broaden your horizon on the course.

ASSESSMENT

Your performance on this course will be determined through two major approaches. The first is through your total score in the presentation of business plan, and the second is through the final examination that will be conducted at the end of the course. Thus, your assessment in the course is made up of two components: business plan presentation 50% Final Examination 50%

The self-assessment business plan presentations which may be provided under some units do not form part of your final assessment. They are meant to help you understand the course better. However, it is important that you complete work on them religiously so that they will help in building you strongly and serving you as mock-examination.

BUSINESS PLAN PRESENTATION

At the end of each unit, there is a Business Plan Presentation (BPP), which you are encouraged to do and submit accordingly. The study centre manager/ tutorial facilitator will guide you on the number of BPP to be submitted for grading.

Try to demonstrate evidence of proper understanding, and reading widely will help you to do this easily. The BPP are in most cases easy questions. If you have read the study texts provided by NOUN, you will be able to answer them. Cite examples from your own experience (where relevant) while answering the questions. You will impress your tutor and score higher marks if you are able to do this appropriately.

FINAL EXAMINATION AND GRADING

At the end of the course, you are expected to sit for a final examination. The final examination grade is 50% while the remaining 50% is taken from your scores in the BPP. Naturally, the final examination questions will be taken from the materials you have already read and digested in the various study units. So, you need to do a proper revision and preparation to pass your final examination very well.

HOW TO GET THE BEST OUT OF THIS COURSE

The distance learning system of education is quite different from the traditional or conventional university system. Here, the prepared study texts replace the lecturers, thus providing you with a unique advantage. For instance, you can read and work through the specially designed study materials at your own pace and at a time and place you find suitable to you.

You should understand from the beginning that the contents of the course are to be worked on carefully and thoroughly understood. Step by step approach is recommended. You can read over a unit quickly to see the general run of the contents and then return to it the second time more carefully.

FACILITATORS/TUTORS AND TUTORIALS

Full information about learning support services or tutorial contact hours will be communicated to you in due course. You will also be notified of the dates, time and location of these tutorials, together with the name of your tutors. Your tutor will mark and comment on your assignments. Pay attention to the comments and corrections given by your tutor and implement the directives as you make progress.

USEFUL ADVICE

You should endeavour to attend tutorial classes since this is the only opportunity at your disposal to come face to face and virtual with your tutor/lecturer and to ask questions on any grey area you may have in your study texts. Before attending tutorial classes, you are advised to thoroughly go through the study texts and then prepare a list of questions you need to ask the tutor. This will afford you opportunity to actively participate in the class discussions.

SUMMARY

Start-up funding are designed to prepares students/learners to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship with sources of funding, including, but not limited to, venture capital. Students/learners interact with founders, producers, innovators, manufacturers, venture capitalist and other professionals throughout the semester and prepare and submit Business Feasibility Study and Business Plan. The students/leaners only get a chance to experience a visual ways and techniques from whom they choose as their advisors/mentors that helps in motivating them to be efficient enough to achieve their career goals. Experiences sharing by business actors in the economy with students/learners during case presentations specialized institutions which have helped in the growth and development of entrepreneurship in Nigeria. This study material is the first of its kind to take discussing and develop a broad range to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship. Identify work skills and attributes that are particularly valuable ways and techniques to sources of funding of entrepreneurship seriously and to show the reader the usefulness of broadening his/her horizon beyond the familiar concepts in the field.

Module 1

Unit Core Issues Before Starting

Unit 2 Checklist for Starting A New Venture

Unit 3 Planning Your Start-Up

Module 2

Unit 4 Feasibility Study Template

Unit 5 Business Feasibility Study Template

Unit 6 Sample (B) Of A Business Plan Outline

Unit 7 Sample (C) Of A Business Plan Outline

Unit 8 Sample (D) Of A Business Plan Outline

Module 3

Unit 9 The Business Plan and Financial Worksheets

Unit 10 Cash Flow Statement (Budget)

Unit 11 Income Statement

Unit 12 Business Financial History

Module 4

Unit 13 Issues on Access to Finances Business Expansion

Unit 14 Expanding and diversifying small enterprise

Unit 15 practical guides to designing, implementing and evaluating entrepreneurship development training programme

UNIT 1 CORE ISSUES BEFORE STARTING

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Core issues before starting

3.2 What is my product

3.3 Who will buy it

3.4 Who are the Competitors?

3.5 Where are the Buyers and how can I find them?

3.6 Pricing: How Much Shall I Charge?

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In this unit, we shall illustrate issues before starting any investment innovation creativities new ventures that will provide answer or solutions to the following questions – what is my product?

2.0 OBJECTIVES

In this unit, we shall discuss the following;

- Describe core issues before starting

- What is my product
- Who will buy it
- Who are the Competitors?
- Where are the Buyers and how can I find

3.0 MAIN CONTENT

3.1 CORE ISSUES BEFORE STARTING

What is the perfect home business for you? You have listed your skills. You have outlined your interests. You have described your family's preferred lifestyle.

You have come up with a business idea. Next, consider each questions as: Are there customers omers for my product or service? How do I know? How will I find them? Who are my competitors? What will charge? How will promote my product or service? Finding the answer to these questions is the challenging and sometimes tedious homework that will help you determine your chances for success, and whether you should look for another more marketable idea.

3.2 What is my Product?

"I bathe and groom poodles and small dogs". "I design, construct and sell roll-top desks". "I provide accounting services to small business clients". "I make dried flower arrangements". "I teach intermediate and advanced piano to children". "I design and implement direct mail advertising campaigns for small businesses and non-profit organizations".

The first step n creating a business is to decide what your product is. What are selling? Practice writing a short, specific statement describing your product or service. Getting a clear idea of a business concept is one of the most difficult tasks in creating a business. Your statement may change several times as you experiment with the market and test your skills. Instead of "I make toys", you may want to narrow your product line to "I make wooden dolls".

Instead of "I write software programs for small business needs", you may decide to tap into a big market and "provide training for employees of small businesses in the use of accounting packages". See how it is to describe your product or service to family, friends, potential customers, and fellow business people. Is your description clear and brief? Can you say it with confidence and enthusiasm?

3.3 Who will buy it?

To develop and test your business idea, answer the question- “Who will buy my product or service?” Make a list of potential customers: individuals, groups, segment of the population, or other businesses that need your product or service. If you are making fabric-covered lapboards for people confined to bed, how will you quickly and inexpensively find a market?

Trough hospitals or home nursing care organizations? Through craft stores by displaying them as gift items? In mail order catalogues? Is there a market avenue that will reach children? Ask friends and colleagues for help in brainstorming all the possible market (customers) and uses for your product or service.

3.4 Who are the Competitors?

Your business planning must also include an up-to-date analysis of your competitors. Why? Because you need to plan your market position- how you will fit into the market place.

Will your product or service be cheaper or more expensive than that of the major competitors? Will it be more durable? Will you be open during hours that your competitors are closed? What benefits can you build into your product or service that your competitors do not offer? Will you do rush jobs?

In planning your business, look for a unique niche that will give you freedom from strong competition or that will make your product or service more valuable than others in the market. If you open a day-care centre and find that none in your area is open before school, early opening might make your service more competitive.

If you discover that local caterers have overlooked the office party market, you might highlight that in your brochure. The more you can learn about your competitors the more you will be able to decide how to position yourself in the market.

Newspaper advertisements and trade magazines are other good sources of market information. Check also the Chamber of Commerce, your county office of economic development, the Census Bureau, and business and professional organizations to gather market and pricing data.

3.5 Where are the Buyers and how can I find them?

As you become more familiar with the competition, you will also be discovering where and how to find buyers. Whatever the type of business you want to open, you will need to do market research to determine if there are buyers for your idea. Where they are and how to find them. (In the process, you will also be gathering information on pricing).

Visit your local library to compile local and county statistics on the size and makeup of your market. (While you are at the library, check out some books on marketing research so you will know what you are getting into).

When your marketing research is completed you would have:

- 1) Identified your potential customers;
- 2) Found out all you can about their habits, needs, preferences, and buying cycles; and
- 3) Decided how to reach them to generate sales.

3.6 Pricing: How Much Shall I Charge?

Five main factors will help you decide what to charge for your product or service:

- a. Your desire and direct costs;
- b. The profit you want to make;
- c. Your market research data on competitors' prices;
- d. The urgency of the market demand
- e. May be government regulations

There is rarely an exact "right" price but rather an acceptable price range within which you will want to fall. Avoid the common mistakes made by many new business owners charging too much or too little. Use several approaches to arrive at a cost and "test" the price. If your ego is too involved, your price may be too high. On the other hand, if you have attitude that "this is just a little something I do in my spare time" or "anybody could do this", then your price may be too low. Here is a formula for setting a fair price. Calculate your price using other approaches too, before you make a final decision on price.

4.0 CONCLUSION

In the unit, the understanding of core issues an inventor or entrepreneurs must set to achieve before embarking on business activities relating to product, customers, Competitors and pricing that will lead to a high probability of success

5.0 SUMMARY

In this unit, we have been able to discuss the core issues before starting venture of any kind, What is my product that is type of I want to produce that will be acceptable, Who will buy it that is my

target customer or consumers the kind of the class of status for the product, Who are the Competitors? And where are the Buyers and how can I find them.

6.0 TUTOR-MARKED ASSIGNMENT

- Describe core activity that an entrepreneurs must take into considerations before embarking any kind of investment.

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UNIT 2 CHECKLIST FOR STARTING A NEW VENTURE

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Checklist For Starting A New Venture

3.2 Identify Your Reasons

3.3 A self Analysis

3.4 Personal Conditions

3.5 Personal Skills and Experience

3.6 Finding a Niche

3.7 Is Your Idea Feasible?

3.8 Market Analysis

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In this unit, we shall itemize checklist for starting a new venture, Identify Your Reasons, A self-analysis, Personal Conditions, Personal Skills and Experience, Finding a Niche, Is Your Idea Feasible? And Market Analysis.

2.0 OBJECTIVES

In this unit, we shall discuss the following;

- Itemize checklist for starting a new venture

- Identify Your Reasons
- A self Analysis
- Personal Conditions
- Personal Skills and Experience
- Finding a Niche
- Is Your Idea Feasible?
- Market Analysis

3.0 MAIN CONTENT

3.1 checklist for starting a new venture

The “Checklist for Going into Business” is a guide to help you prepare a comprehensive business plan and determine if your idea is feasible or not, to identify questions and problems you will face in converting your idea into reality and to prepare for starting your business.

Owning a business is the dream of many people. Starting that business converts your dream into reality. But there is a gap between your dream and reality that can only be filled with careful planning. As a business owner, you will need a plan to avoid pitfalls to achieve your goals and to build a profitable business.

Operating a successful small business will depend on:

- A practical plan with a solid foundation;
- Dedication and willingness to sacrifice to reach your goal;
- Technical skills and
- Basic knowledge of management, finance, record keeping and market analysis.

As a new owner, you will need to master these skills and techniques if your business is to be successful.

3.2 Identify Your Reasons

As first and often overlooked steps, ask yourself and answer why you want to own your own business. Check the reasons that apply to you.

1. Freedom from the 8-4 daily work routine____
2. Being your own boss____
3. Doing what you want when you want to do it._____

4. Improving your standard of living.____
5. Boredom with your present job.____
6. Having a product or service for which you feel there is a demand._____

Some reasons are better than others, none are wrong; however, be aware that there are tradeoffs. For example, you can escape the 9 to 5 daily routine, but you may replace it with 6a.m to 8p.m routine.

3.3 A self Analysis

Going into business requires certain personal characteristics. This portion of the checklist deals with you the individual. These questions require serious thought. Try to be objective. Remember, it is your future that is at stake!

Personal Characteristics

Answer each question with Yes or No

1. Are you a leader?
2. Do you like to make your own decisions?
3. Do others turn to you for help in making decision?
4. Do you enjoy competition?
5. Do you have will power and self-discipline?
6. Do you plan ahead?
7. Do you like people?
8. Do you get along well with others?

3.4 Personal Conditions

This next group of questions though brief is vitally important to the success of your plan. It covers the physical emotional and financial strains you will encounter in starting a new business.

- Are you aware that running your own business may require working 12-16 hours a day, six days a week and may be even Sundays and holidays?
- Do you have the physical stamina to handle the workload and schedules?
- Do you have the emotional strength to withstand the strain?

- Are you prepared if needed to temporarily lower your standard of living until your business is firmly established?
- Is your family prepared to go along with the strains they too must bear?
- Are you prepared to lose your savings?

3.5 Personal Skills and Experience

Certain skills and experience are critical to the success of a business. Since it is unlikely that you possess all the skill and experience needed, you will need to hire personnel to supply those you lack. There are some basic and special skills you will need for your particular business.

By answering the following questions, you can identify the skills you possess and those you lack (your strengths and weaknesses).

- Do you know what basic skills you will need in order to have a successful business?
- Do you possess those skills?
- When hiring personnel, will you be able to determine if the applicants' skills meet the requirements for the positions you are filling?
- Have you ever worked in a managerial or supervisory capacity?
- Have you ever worked in a business similar to the one you want to start?
- Have you had any business training in school?
- If you discover you do not have the basic skills needed for your business, will you be willing to delay your plans until you have acquired the necessary skills?

3.6 Finding a Niche

Small businesses range in size from a manufacturer with many employees and millions of Naira in equipment to the lone window washer with a bucket and a sponge. Obviously, the knowledge and skills required for these two extremes are far apart but for success they have one thing in common: each have found a business niche and is filling it.

The most critical problems you will face in your early planning will be to find your niche and determine the feasibility of your idea. "Get into the right business at the right time" is a very good advice but following that advice may be difficult. Many entrepreneurs plunge into a business venture so blinded by the dream that they fail to thoroughly evaluate its potentials.

Before you invest time, efforts and money, the following exercise will help you separate sound ideas from those bearing a high potential for failure.

3.7 Is Your Idea Feasible?

- Identify and briefly describe the business you plan to start.
- Identify the product or service you plan to sell.
- Does your product or service satisfy an unfilled need?
- Will your product or service serve an existing market in which demand exceeds supply?
- Will your product or service be competitive based on its quality selection price or location?

Answering yes to any of these questions mean you are on the right track; a negative answer means the road ahead could be rough.

3.8 Market Analysis

For a small business to be successful, the owner must know the market. To learn about the market you must analyse it, a process that takes time and effort. You do not have to be a trained statistician to analyse the market place nor does the analysis have to be costly.

Analyzing the market is a way to gather facts about potential customers and to determine the demand for your product or service. The more information you gather the greater your chances of capturing a segment of the market. These questions will help you collect the information necessary to analyse your market and determine if your product or service will sell.

1. Do you know who your customers will be?
2. Do you understand their needs and desires?
3. Do you know where they live?
4. Will you be producing or offering the kind of products or services that they will buy or need?
5. Will your price be competitive in quality and value?
6. Will your promotional program be effective?
7. Do you understand how your business compares to your competitors?
8. Will your business be conveniently located for the people you plan to serve?
9. Will there be adequate parking facilities for the people you plan to serve?

This brief exercise will give you a good idea of the kind of market planning you need to do. An answer of no indicates a weakness in your plan so do your research until you can answer each question with a “yes”.

5.0 CONCLUSION

Knowing the market before investing your time and money in any business venture will be highly beneficial to the individual investor and organization that will lead to a high probability of success.

5.0 SUMMARY

In this unit, we have been able to discuss and itemize checklist for starting a new venture, identify your reasons, A self analysis, Personal conditions, Personal skills and experience, finding a Niche, is your Idea Feasible? and market Analysis

6.0 TUTOR-MARKED ASSIGNMENT

- Certain skills and experience are critical to the success of a business. Elucidate
- Analyzing the market is a way to gather facts about potential customers and to determine the demand. Discuss

REFERENCES AND FURTHER READINGS

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UNIT 3 PLANNING YOUR START-UP

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Planning Your Start-up

3.2 Your Business and the Law

3.3. Protecting Your Business

3.4 Merchandise and Business Records

3.5 Finances

3.6 After Start-up

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In this unit, we shall illustrate planning your start-up, your business and the law, protecting your business, merchandise and business records, finances and after start-up.

2.0 OBJECTIVES

In this unit, we shall discuss the following;

- Planning Your Start-up
- Your Business and the Law
- Protecting Your Business
- Merchandise and Business Records
- Finances

- After Start-up

3.0 MAIN CONTENT

3.1 Planning Your Start-up

So far this checklist has helped you identify questions and problems you will face converting your idea into reality and determining if your idea is feasible. Through self-analysis, you have learnt of your personal qualifications and deficiencies and through market analysis, you have learnt if there is a demand for your product or service.

The following questions are grouped according to function. They are designed to help you prepare for “Opening Day”.

Name and Legal Structure

1. Have you chosen a name for your business?
2. Have you chosen to operate as sole proprietorship partnership or corporation?

3.2 Your Business and the Law

A person in business is not expected to be a lawyer but each business owner should have a basic knowledge of laws affecting the business. Here are some of the legal matters that you should be acquainted with:

1. Do you know which licences and permits you may need to operate your business?
2. Do you know the business laws you will have to obey?
3. Do you have a lawyer who can advise you and help you with legal papers?
4. Are you aware of it?
5. Occupational Safety and Health requirements?
6. Regulations covering hazardous materials?
7. Workmen’s Compensation laws?

3.3 Protecting Your Business

It is becoming increasingly important that attention be given to security and insurance protection for your business. There are several areas that should be covered. Have you examined the following categories of risk protection?

- Fire

- Theft
- Robbery
- Vandalism
- Accident liability

Discuss the type of coverage you will and make a careful comparison of the rates and coverage with several insurance agents before making a final decision.

Business Premises and Location

1. Have you found a suitable building in a location convenient for your customers?
2. Can the building be modified for your needs at a reasonable cost?
3. Ave you considered renting or leasing with an option to buy?
4. Will you have a lawyer check the zoning regulations and lease?

3.4 Merchandise and Business Records

- Have you decided what items you will sell or produce or what service(s) you will provide?
- Have you made a merchandise plan based upon estimated sales to determine the amount of inventory you will need to control purchases?
- Have you found reliable suppliers who will assist you in the start-up?
- Have compared the prices quality and credit terms of suppliers?

Business Records

- Are you prepared to maintain complete records of sales income and expenses accounts payable and receivables?
- Have you determine how to handle payroll tax reports and payments?
- Do you know what financial reports should be prepared and how to prepare them?

3.5 Finances

A large number of small businesses fail each year. There are a number of reasons for these failures but one of the main reason is an insufficient fund. Too many entrepreneurs try to start

and operate a business without sufficient capital (money). To avoid this dilemma you can review your situation by analyzing these three questions:

1. How much money do you have?
2. How much money will you need to start your business?
3. How much money will you need to stay in business?

The chart below will help you answer the second question: How much money will you need to start your business? The chart is for a retail business; items will vary for service construction and manufacturing firms.

The answer to the third question (How much money will you need to stay in business?) must be divided into two parts: immediate costs and future costs.

3.5. 1 Start-up Cost Estimates

- Decorating, remodeling
- Fixtures, equipment
- Installing fixtures, equipment
- Services, supplies
- Beginning inventory cost
- Legal, professional fees
- Licences, permits
- Telephone utility deposits
- Insurance
- Signs
- Advertising for opening
- Unanticipated expenses

3.5.2 Total Start-up Costs

From the moment the door to your new business opens, a certain amount of income will undoubtedly come in. However, this income should not be projected in your operating expenses.

You will need enough money available to cover costs for at least the first three months of operation. The chart below will help you project your operating expenses on a monthly basis.

3.5.3 Expenses for One Month

- Your living costs
- Employee wages
- Rent
- Advertising
- Supplies
- Utilities
- Insurance
- Taxes
- Maintenance
- Delivery/Transportation
- Miscellaneous expenses

Total expenses _____

Now multiply the total of the chart above by three. This is the amount of cash you will need to cover operating expenses for three months. Deposit this amount in a savings account before opening your business. Use it only for those purposes listed in the chart above because this money will ensure that you will be able to continue in business during the critical early stages.

By adding the total start-up costs to the total expenses for three months (three times the total cost on the chart above) you can learn what the estimated costs will be to start and operate your business for three months. By subtracting the totals of the charts from the cash available, you can determine the amount of additional financing you may need if any. Now you will need to estimate your operating expenses for the first year after start-up.

The first step in determining your annual expenses is to estimate your sales volume month by month. Be sure to consider seasonal trends that may affect your business. Information on seasonal sales patterns and typical operating ratios can be secured from your trade associations.

(NOTE: The relationships among amount of capital that you invest levels of sales each of the cos categories the number of times that you sell your inventory (turnover) and many other items

form “financial ratios”. These ratios provide you with extremely valuable checkpoints before it is too late to make adjustments. In the reference section of your local library the publications such as “The Almanac of Business and Industrial Financial Ratios” to compare your performance with that of other similar businesses.

Next, determine the cost of sales. The cost of sales is expressed in Naira total them in the annual total column and then divide each item into the total net sales to produce the annual percentages. Examples of operating ratios include cost of sales to sales and rent to sales.

3.6 After Start-up

The primary source of revenue in your business will be from sales but your sales will vary from month to month because of seasonal patterns and other factors. It is important to determine if your monthly sales will produce enough income to pay each month’s bills.

An estimated cash flow projection will show if the monthly cash balance is going to be subjected to such factors as:

- Failure to recognize seasonal trends;
- Excessive cash taken from the business for living expenses;
- Too rapid expansion; and
- Slow collection of accounts if credit is extended to customers.

Beyond a doubt, preparing an adequate business plan is the most important step I starting a new business.

A comprehensive business plan will be your guide to managing a successful business. If you have carefully answered all the questions on the checklist and completed all the worksheets, you have seriously thought about your goal. But there may be some things you may feel you need to know more about. Owning and running a business is a continuous learning process. Research your idea and do as much as you can yourself but do not hesitate to seek help from people who can tell you what you need to know.

6.0 CONCLUSION

The business plan is paramount to your success. It must contain all the pertinent information about your business. It must be well written, factual and organized in a logical sequence. Moreover, it should not contain any statement that cannot be supported.

5.0 SUMMARY

In this unit, we have been able to discuss planning your start-up, your business and the law, protecting your business, merchandise and business records, finances and after start-up.

6.0 TUTOR-MARKED ASSIGNMENT

- Discuss your understanding on business and the law
- Describe how to protect your business

REFERENCES AND FURTHER RAEDINGS

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UNIT 4 FEASIBILITY STUDY TEMPLATE

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Feasibility Study Template

3.2 Executive Summary

3.3. Description of Products And Services

3.4 Technology Considerations

3.5 Product/Service Market Place

3.6 Marketing Strategy

3.7 Organization and Staffing

3.8 Schedule

3.9 Financial Projections

3.10 Findings and Recommendations

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In this unit, we shall illustrate feasibility study template **in** entrepreneurship, Executive Summary, Description of Products and Services, Technology Considerations, Product/Service Marketplace, Marketing Strategy, Organization and Staffing, Schedule, Financial Projections, Findings and Recommendations as adopted from various scholars, views of entrepreneurship from various schools.

2.0 OBJECTIVES

In this unit, we shall discuss the following;

- Describe Feasibility Study Template
- Explain Executive Summary
- Illustrate Description of Products And Services
- Describe Technology Considerations
- Identify Product/Service Market Place
- Marketing Strategy
- Describe Organization and Staffing
- Schedule
- Illustrate Financial Projections
- Findings and Recommendations Scholarly definition of entrepreneurship

3.0 MAIN CONTENT

3.1 FEASIBILITY STUDY TEMPLATE

FEASIBILITY STUDY

(PROJECT NAME)

COMPAY NAME

STREET ADDRESS CITY, STATE

DATE

Table of Contents

1. Executive Summary	
2. Description of Products and Services	
3 . Technology Considerations	
4. Product/Service Marketplace	
5. Marketing Strategy.....	

6. Organization and Staffing.....

7. Schedule.....

8. Financial Projections.....

9. Findings and Recommendations

3.2 EXECUTIVE SUMMARY

The executive summary provides an overview of the content contained in the feasibility study document. Many people write this section after the rest of the document is completed. This section is important in that it provides a higher level summary of the detail contained within the rest of the document.

Alan's Best Chocolates (ABC) is a leader in the sales of chocolates and confections throughout the United States. ABC's products are sold from 50 stores throughout the country and maintain a reputation for superior taste and quality. While ABC's sales have grown over the past 10 years, the rate of growth has slowed significantly. One key factor for this slowing growth rate is the shift in the marketplace to purchasing chocolates and confections online. While ABC maintains a web site, it is not capable of hosting an ecommerce platform for online sales. ABC's sales occur only in its brick and mortar facilities and the company is losing potential customers to competitors who provide online sales. The chocolate and confections marketplace is healthy and shows a continued growth trajectory over the next five to ten years. ABC is in a position to capitalize on this online marketplace by leveraging existing technologies, industry best practices, and an aggressive marketing and sales campaign to ramp up the company's growth projections for the foreseeable future.

3.3. DESCRIPTION OF PRODUCTS AND SERVICES

This section provides a high level description of the products and/or services which are being considered as part of the feasibility study. The purpose of this section is to provide detailed descriptions of exactly what the organization is considering so this information can be applied to the following sections of the document. It is important that this description captures the most important aspects of the products and/or services that the organization is considering as well as how it may benefit customers and the organization.

ABC is considering a move to create and provide an online platform from which to sell its existing product line. Until now ABC has only sold its products from its chain of brick and mortar facilities and has been limited to sales within the geographical regions where its stores reside. By doing so, ABC has not been able to capitalize on the growing trend of online sales within the chocolate and confections marketplace. By offering its products through an online platform, ABC can market its products to an entirely new market, increase revenue and growth projections, and allow customers to purchase our products from the convenience of their own homes.

There are no proposed changes to ABC's current product offerings as a result of this study. Online sales will include only current products and any changes to this product line must be considered outside of the purpose of this document.

3.4 TECHNOLOGY CONSIDERATIONS

This section should explain any considerations the organization must make with regards to technology. Many new initiatives rely on technology to manage or monitor various business functions. New technology may be developed internally or contracted through a service provider and always result in costs which must be weighed in determining the path forward.

Upgraded technological capability will be required for ABC to move toward offering an online marketplace from which customers may purchase our products. Customers demand a simple and easy way by which to conduct online transactions and it is imperative that all transactions are conducted in a secure manner. While ABC maintains a web site with product lists and descriptions, it does not currently allow for purchasing to be done online. This functionality must be integrated with our current web site to allow for secure purchases to be made. Additionally, new online marketing functionality must be considered in order to target existing and potential customers through methods such as e-mailing lists, promotional advertisements, and loyalty discounts.

While ABC maintains a small information technology (IT) group, the expertise does not currently exist internally to design build and implement the sort of extensive online platform required for this effort. Therefore the recommendation is to contract this work out of an internet marketplace provider who can work with ABC to meet its needs within the determined timeframe and budget. It should be noted that while ABC does not have this expertise internally, the technology exists and is in use throughout the marketplace which lowers the risk of this concept considerably.

ABC currently maintains a high speed internet connection, web server, and the latest, software. With the addition of an e-commerce portal it is expected that there will be an overall cost increase of 5 – 10% for web server operations and maintenance costs.

3.5 PRODUCT/SERVICE MARKET PLACE

This section describes the existing marketplace for the products and/or services the organization is considering. It may describe who the target market consists of for these products or services, who the competitors are, how products will be distributed, and why customers might choose to buy our products/services. Most marketplaces are dynamic *environments* in which things change constantly. To enter a new marketplace blindly will usually result in an organization not fully understanding its role and not maximizing its resulting benefits.

The online marketplace for chocolates and confections has been thriving for many years. In FY20xx online chocolate sales accounted for approximately \$20 million or 20% of total chocolate sales worldwide. While chocolates and confections are available in almost every store, our primary marketplace consists of specialty chocolates and confections. All of ABC's current major competitors already have an established online presence of at least 3-5 years. The top 3 competitors are currently: Smith's Chocolates, worldwide Candy, and Chocolate International. A large majority of ABC's customer base are returning customers and referrals from existing customers. By providing a more convenient means of purchasing our products online it is expected that we will retain these customers while conducting an online marketing campaign for new customers as well.

ABC will distribute online purchases via direct shipping from the nearest store location. This will allow ABC to provide timely shipping and eliminate the need for a central warehouse or facility from which to store and ship its products. Such a facility would require a significant capital investment as well as increased operation and maintenance costs. However, based on anticipated growth projections, ABC must ensure that all store locations maintain adequate inventories on hand to satisfy customer demand.

3.6 MARKETING STRATEGY

This section provides a high level description of how the organization will market its product or service. Some topics which should be included are: how does an organization differentiate itself from its competitors; types of marketing the organization will utilize; and who the organization will target. Marketing efforts must be focused on the right target groups in order to yield the greatest return on investment.

In order to be successful, ABC must differentiate itself from competitors in order to appeal to customers in the online marketplace. To do this, ABC will utilize its practice of personalizing its product packaging which it currently offers in-store customers. Current competitors do not currently provide any personalization of packaging. Customers will have the ability to personalize messages on or inside of product packaging, request specific color based themes, or tailor packaging for special occasions or events.

ABC will implement a customer e mailing list in order to send product promotions, sales advertisements, and other special offerings to customers who register. Additionally, **ABC** will offer referral incentives to customers who refer our products to friends and **family** in order to provide additional incentives. ABC will also maintain a customer database in order to determine its target customer groups and geographical regions. ABC will research marketing intelligence providers to determine the benefits and costs of purchasing customer information for bulk email campaigns as well. Another important consideration of ABC's online marketing strategy is cost. Electronic marketing communication costs are very small in comparison to direct mail marketing which ABC currently utilizes. However, we expect the additional revenue from online sales to greatly outweigh these additional electronic marketing costs.

It is important to note that ABC's current marketing and sales staff will require training in online marketing and sales practices. This training will need to be contracted to a training provider as part of our startup costs and schedule.

3.7 ORGANIZATION AND STAFFING

With many new products or services there may be a need for additional staffing or for an organization to restructure in order to accommodate the change. These are important considerations as they may result in increased costs or require an organization to change its practices and processes.

The ABC online sales campaign is not anticipated to significantly affect the organizational structure of the company. There are, however, several staffing additions required to successfully implement the online sales campaign. All of these positions will work within existing departments and report to department managers.

Staffing Position #1: Online Sales Manager - this full time position will lead sales staff in identifying sales opportunities and converting these opportunities to actual sales. This person will report to ABC's Director of Sales and will work in ABC headquarters.

Staffing Position #2: Online Marketing Manager - this full time position will lead marketing staff in identifying target customer groups/markets and conducting online advertising/marketing efforts to maximize traffic to ABC's online marketplace. This person will report to ABC's Director of Marketing and will work in ABC headquarters.

3.8 SCHEDULE

This section is intended to provide a high level framework for implementation of the product or service being considered. This section is not intended to include a detailed schedule as this would be developed during project planning should this initiative be approved. This section may include some targeted milestones and timeframes for completion as a guideline only.

The ABC online sales campaign is expected to take six months from project approval to launch of the e-commerce platform. Many of the foundations for this platform, such as high speed internet and web

server capability, are already available. The following is a high level schedule of some significant milestones for this initiative:

- Jan 1, 20xx: Initiate Project
- February 1, 20 xx: Project kickoff meeting
- March 1, 20 xx: Complete online sales site design
- April 1, 20 xx: Complete testing of online sales site
- June 1, 20 xx: Complete beta testing trials of online sales site
- July 2, 20 xx: Go live with site launch

Upon approval of this project a detailed schedule will be created by the assigned project team to include all tasks and deliverables.

3.9 FINANCIAL PROJECTIONS

This section provides a description of the financial projections the new initiative is expected to yield versus additional costs. Financial projections are one key aspect of new project selection criteria. There are many ways to present these projections. Net present value (NPV), cost-benefit calculations, and balance sheets are just some examples of how financial projections may be illustrated. This section should also provide the assumptions on which the illustrated financial projections are based.

The financial projections for the addition of an online sales platform for ABC are highlighted in the table below. These figures account for projected online sales, additional staffing requirements, shipping, material, and insurance costs, contract support for IT and training needs, and web server and hosting costs.

The assumptions for these projections are as follows:

- In store sales projections remain unchanged
- All milestones are performed in accordance with the schedule
- All transactions are closed yearly with no carry-over to subsequent years.

Measure	Year 1	Year 2	Year 3	Year 4	Year 5	5 year total Online
Online Sales Projection	N350,000	N425,000	N500,000	N650,000	N800,000	N2,725,000
Additional Staffing Costs	N160,000	N170,000	N200,000	N235,000	N255,000	N1,020,000
Projected Materials, Shipping, Insurance Costs	N42,000	N58,000	N70,000	N78,000	N84,000	N332,000
Additional Web Server and IT Hosting/Maintenance	N22,000	N25,000	N30,000	N35,000	N40,000	N152,000
Training for sales and Marketing Staff	N75,000	N0	N0	N0	N0	N75,000
Contract for Design, Build and Implementation of Online Store	N100,000	N0	N0	N0	N0	N100,000
Total Additional Costs for Online Sales	N399,000	N253,000	N300,000	N348,000	N379,000	N1,679,000
Cash Inflow	N49,000.00	N172,000.00	N200,000.00	N302,000.00	N421,000.00	N1,046,000.00

Extracted from: Taiwo., Okafor, and Lawal, (2017) *Entrepreneurship A Global Perspective*, and quoted in Feasibility Study Template www.Project anagementDocs.com 2017

3.10 FINDINGS AND RECOMMENDATIONS

This section should summarize the findings of the feasibility study and explain why this course of action is

or is not recommended. This section may include a description of pros and cons for the initiative being considered. This section should be brief since most of the detail is included elsewhere in the document. Additionally, it should capture the likelihood of success for the business idea being studied.

Based on the information presented in this feasibility study, it is recommended that ABC approves the online sales initiative and begins project initiation. The findings of this feasibility study show that this initiative will be highly beneficial to the organization and has a high probability of success.

Key findings are as follows:

Technology:

- Will utilize existing technology which lowers project risk
- Ecommerce infrastructure will be contracted out to vendor which allows ABC to share
- Once in place this technology is simple to operate and maintain for a relatively low cost

Marketing:

- This initiative will allow ABC to reach large number of target groups electronically at a low cost
 - ABC can expand customer base beyond geographic areas where stores are currently
- The marketplace for online chocolate and confection sales is in a steady state of growth
- ABC is able to differentiate itself from its competitors and will utilize incentive programs to target new consumers.

Organizational:

- Minimal increases to staffing are required with no changes to organizational structure
- No new facilities or capital investments are required

Financial:

- Break-even point occurs early in the second year of operation
- Five year projections show online sales accounting for 25 of total sales
- ABC will be in position to capture greater market share by maintaining both an in store and online presence.

4.0 CONCLUSION

In the unit, the understanding of feasibility template will guide any new business venture to assurance and futuristic investment guideline initiative will be highly beneficial to the individual investor and organization that will lead to a high probability of success

5.0 SUMMARY

In this unit, we have been able to discuss the feasibility study template, explain executive summary, illustrate description of products and services, describe technology considerations, Identify product/service market place, Marketing strategy, describe organization and staffing, Schedule, Illustrate financial projections, Findings and recommendations

6.0 TUTOR-MARKED ASSIGNMENT

- Iterate feasibility study template
- Describe financial projections

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RMIT 2003 15; V5 March 2005 *YOUR BUSINESS IDEA*

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UNIT 5 BUSINESS FEASIBILITY STUDY TEMPLATE

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Business Feasibility Study Template

3.2 Finances - Capital Requirements

3.3 Start Up Expenses

3.4 Potential Income/Turnover

3.5 What Expenses Will You Incur Over The First 12 Months Of Operation

3.6 Market Research

3.7 Competition

3.8 Getting Started

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

This unit we shall iterate business feasibility study template base on business idea that will help to the following questions are designed to assist you in the development of your business idea, your vision for the future of the business and to detail the expertise that you bring to your new business venture. What are your reasons for wanting to start your own small business? What are your objectives for your business over the next twelve months? What are your objectives for your business over the following two years? List all the products and/or services that you plan to provide at the commencement of the business, List all the products and/or services that you plan to provide in the future. Who will operate the business? Who else will be employed by the business immediately? and Who else will be employed by the business in the future?

2.0 OBJECTIVES

In this unit, we shall discuss the following;

- Illustrating Business Feasibility Study Template
- Finances - Capital Requirements
- Start Up Expenses
- Potential Income/Turnover
- What Expenses Will You Incur Over The First 12 Months Of Operation
- Market Research
- Competition
- Getting Started

3.0 MAIN CONTENT

3.1 BUSINESS FEASIBILITY STUDY TEMPLATE

Name: -----
Address: -----
Phone: ----- **Mobile:** -----
Proposed business: -----

YOUR BUSINESS IDEA

The following questions are designed to assist you in the development of your business idea, your vision for the future of the business and to detail the expertise that you bring to your new business venture. What are your reasons for wanting to start your own small business? -----

What are your objectives for your business over the next twelve months? -----

What are your objectives for your business over the following two years? -----

List all the products and/or services that you plan to provide at the commencement of the business -----

List all the products and/or services that you plan to provide in the future. -----

Who will operate the business? -----

Who else will be employed by the business immediately? -----

Who else will be employed by the business in the future? -----

3.2 FINANCES
CAPITAL REQUIREMENTS

This section will help you to calculate the amount of money you need to get your business underway. It also looks at your ability to gain finances and whom you will approach if finance is necessary.

List all the equipment that you will need for the business, e.g.: Plant and equipment fittings, tools, office furniture, and computer equipment.

Already Own	Approximate value
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
Total	N-----

Need to acquire	Approximate value
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
-----	-----
Total	N-----

3.5 WHAT EXPENSES WILL YOU INCUR OVER THE FIRST 12 MONTHS OF OPERATION

Complete the following checklists of projected business expenses for the first 12 months of operation of your business.

Accounting	N -----
Advertising	N -----
Bank Charges	N -----
Cleaning	N -----
Fuel, Light & Power	N -----
Insurance	N -----
Interest	N -----
Internet Service Provider	N -----
Lease	N -----
Legal	N -----
Motor Vehicle - Fuel and Oil	N -----
Repairs and Maintenance	N -----
Postage	N -----
Printing	N -----
Protective Clothing	N -----
Equipment	N -----
Stock	N -----
Raw materials	N -----
Rent/Bond	N -----
Stationery	N -----
TOTAL	N -----

What are your current monthly financial commitments?

Rent/Mortgage	N -----
Personal loans	N -----
Schooling	N -----
Petrol	N -----
Car running	N -----
Food	N -----
Clothing	N -----
Recreation	N -----
Medical	N -----
Other	N -----
TOTAL	N -----

3.6 MARKET RESEARCH

Market research involves collecting information about your market segment where they live, what their income is, what they spend their income on - anything about them that will help you ensure your product is attractive to them.

Market research will involve:

- Talking to people who are in similar fields jewellery
- Talking to your "target market" (i.e. people you believe will use/buy your product or service).
- Talking to people who have specialist knowledge of the industry you are entering.
- Sourcing written material specific to your area of interest.
- Gathering statistical data relevant to your area of interest.

Prepare your questions before you approach people. To find out about your target market you must be prepared to ask "hard questions" or exploratory questions that will give you a sound understanding of your target market, how they think and what will appeal to them. To ensure that the information gathered is relevant, select people who have detailed knowledge and experience in the industry sector you propose to enter. Ask targeted questions, designed to provide realistic feedback on your business idea. Accordingly questions should be framed to draw information on the positives and negatives of the industry sector you propose entering.

For a business to be successful there must be enough people who want to buy your product or service. You also need to ensure your product or service is accessible to the people who may want to buy it. It has to be available in the right places in the right quantities and presented in a way that will be attractive to your customer. The people you are aiming your product at are your "target market" or "market segment".

In the space below, write down the questions you will ask to identify your market segment

e.g.1. Why would you choose this product/service?

2. How would you describe most people who buy this product/service?

3. Where would you look to find this product/service?

4. What would you expect to pay for this product/service?

5. How often would you buy this product?

6. If you would like more information about this product, contact...-----

Summarize the information collected during this consultation. -----

Profile your prospective customer or "market segment" (i.e.:- where do they live? how much do they earn? how old are they? are they men? women? etc.) -----

SALES & DISTRIBUTION

Why will your prospective clients use your product or service? -----

How will you sell your product or service? (e.g.: from home, production point, door to door, wholesale, retail, mail order etc.). -----

Will you sell your product to the wholesale or retail market? -----

Who will the wholesaler sell to? -----

Will you sell locally, regionally, statewide, nationally or internationally? -----

How will you deliver your product to the point of sale? -----

3.7 COMPETITION

Find out if other businesses are providing the same or a similar product or service. To do this, look at ads in the local paper, check the phone book and talk to people.

If there are other businesses providing your product or service, then you need to establish very clearly that there is an unsatisfied demand in the marketplace which your business will target.

It is important that you know your competition. Learn from what they do well, identify what you can do better.

Competition does not just come from businesses that are the same or similar to yours, you are competing for the dollars that people spend in that "market segment".

Report your findings.

Who is your competition? -----

at do they do well? -----

What can you do better/differently? How does your business address unsatisfied market need? -----

3.8 GETTING STARTED

Look in the phone book and/or local paper and talk to other people in the service or industry to find out who provides the best service delivery or has the best equipment and follow up service. Consider terms, discounts, delivery time, maintenance contracts, second hand goods etc. Where will you obtain the equipment for your business?

- %Local suppliers.
- Interstate.
- A nearby town.
- Overseas

Do you intend to buy, lease, hire purchase or rent the equipment for your business?

STOCK

When considering which supplier you will obtain your stock from, you need to first find out the reliability of that supplier, the credit terms they provide, the type and quality of the stock they distribute, the

consistency of supply, what follow up support and technical advice they provide.

What stock will you purchase on a regular basis? -----

What essential licences/permits do you need to operate your business? -----

Proposed Premises - Home based or Commercial Premises Location -----

Ownership Structure - Sole trader/ Partnership/Company -----

What Small Business experience do you have? -----

List the skills you need to operate this business. -----

What skills do you have now that will allow you to produce your proposed product or provide your service? -----

What skills do you need to gain to further develop your product or provide your service? -----

Tick areas that you currently hold business management skills in

- Bookkeeping
- Record Keeping
- Marketing
- Personnel Management
- Time Management
- Motivation
- Communication skills
- Planning and Goal Setting

- Insurance
- Business Licensing and regulation
- Customer Service
- Other

Source: Extracted from © RMIT 2003 15; V5 March 2005 YOUR BUSINESS IDEA and Taiwo, okafor, and Lawal, 2017 Entrepreneurship A Global Perspective,

4.0 CONCLUSION

In the unit, we have been able to discuss the business feasibility study template that give guide for getting started new venture along core areas that currently hold business management skills in the service or industry to find out who provides the best service delivery or has the best equipment and follow up service in order to survive entrepreneurial pursuit.

5.0 SUMMARY

In this unit, we have been able to discuss the following;

- Business Feasibility Study Template
- Finances - Capital Requirements
- Start Up Expenses
- Potential Income/Turnover
- What Expenses Will You Incur Over The First 12 Months Of Operation
- Market Research
- Competition
- Getting Started

8.0 TUTOR-MARKED ASSIGNMENT

What Expenses Will You Incur Over The First 12 Months Of Operation

REFERENCES AND FURTHER READINGS

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RMIT 2003 15; V5 March 2005 *YOUR BUSINESS IDEA*

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UNIT 6 SAMPLE (B) OF A BUSINESS PLAN OUTLINE

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Sample (B) of a Business Plan Outline

3.2 Management

3.3 Methods of Record Keeping

3.4 Competitor Profile Worksheet

3.5 Timing of Market Entry

3.6 Summary of Financial Needs

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

This unit will introduce you to the Sample (B) of a Business Plan Outline, Management, Methods of Record Keeping, Competitor Profile Worksheet, Timing of Market Entry and Summary of Financial Needs.

2.0 OBJECTIVES

By the end this unit, you shall be able to understand the following

- Sample (B) of a Business Plan Outline

- Management
- Competitor Profile Worksheet
- Methods of Record Keeping
- Timing of Market Entry
- Summary of Financial Needs

3.1 Sample (B) of a Business Plan Outline

ABC NIGERIA LIMITED
872 Main Market Street Lagos, Nigeria

Okafor Mohamed Abayomi, President 724 Oroki
Street Surulere, Lagos State.

Adedeji; Chinaza Aisha, Vice President No, 88
Gariki Avenue Abuja

Aminu Chukwudi Oluyemi, Secretary 423 Allen
Avenue Lagos Nigeria

Nnamdi Hassan Temitope, Treasurer 21 Kano
Street Onitsha, Anambra state

Plan prepared September 2017 by Company Officers

Executive Summary

The statement of purpose is also called the executive summary. If your lender were to read only this information, he or she would know the name and nature of your business, its legal structure, the amount and purpose of your loan request and your plan for repayment. Use the key word approach mentioned earlier. Be concise and clear. The executive summary is contained on one page. Although it is positioned after the cover sheet, it is most effectively written after the plan has been completed. At that time, all the information and financial data needed are available.

If you are writing your plan for a lender, be specific about the use of funds. Support the amount requested with information such as purchase orders, estimates from suppliers, rate sheets and marketing results. Include this information in the supporting documents section. Address the question of loan repayment. You want to show the lender your company's ability to meet payments of interest as well as principal. Some investors like to see two ways out, i.e., two different sources of repayment. When you have answered the key word questions, you are ready to present that information in one or two concise paragraphs. A sample statement of purpose follows.

Mission Statement

ABC Nigeria Limited is a private limited liability company established in 2017. ABC Nig Ltd is a tool and equipment company that manufactures specialized parts for the aerospace industry and is located at 872 Main Market Street Lagos, Nigeria. The company is seeking growth capital in the amount of \$500,000 for the purpose of purchasing new and more modern equipment and for training existing personnel in the use of that new equipment.

Funding is needed in time for the equipment to be delivered and in place by 11 January 2018. There is a two-month period between order placement and delivery date.

The modernized equipment will result in a 35 percent increase in production and a 25 percent decrease in the unit cost. Repayment of the loan and interest can begin promptly within 30 days of receipt and can be further secured by real estate, which is owned by the company and which has a 2017 assessed valuation of \$ 185,000.

The Business

The first major section of your plan covers the details of your business. Begin this section with a one-page summary addressing the key elements of your business. The following text will expand on each area presented in the summary. Use the key word system to help you write concisely. Address all of the topics as they relate to your business in an order that seems logical to you. Include information about your industry in general, and your business in particular. Be prepared to back up statements and justify projections with data in the supporting documents section.

Legal Structure

State the reasons for your choice of legal structure. If you are a sole proprietor, you may include a copy of your business license. If you have formed a partnership, include a copy of your partnership agreement in the supporting documents section. Your agreement should include provisions for partners to exit and for the dissolution of the company. It must spell out the distribution of the profits and the financial responsibility for any losses. Explain the reasoning behind the terms of the agreement. If you have formed a corporation, explain why this legal form was chosen and how the company will operate within the corporate structure, and include a copy of the charter and articles in the supporting document section.

Description of the Business

This is the section of the plan in which you go into greater detail about your business. Answer the key word questions regarding the business's history and present status, and your future projections for research and development. Outline your current business assets and report your inventory in terms of size, value, rate of turnover and marketability. Include industry trends. Stress the uniqueness of your product or service and state how you can benefit the customer. Project a sense of what you expect to accomplish three to five years into the future.

Products or Services

Give a detailed description of your product from raw materials to finished item. What raw materials are used, how much do they cost, who are your suppliers, where are they located and why did you choose them? Include cost breakdowns and rate sheets to back up your statements. Although you may order from one main supplier, include information on alternate suppliers. Address how you could handle a sudden increase of orders or a loss of a major supplier. You may hear a lender refer to the worst case scenario. This means that the lender wants you to be able to anticipate and solve potential problems. It is also to your

advantage to think in terms of alternatives and to prepare for the unexpected so that your business can continue to run smoothly. Some businesses fail because they become too successful *too* soon. Therefore, it is also good to plan for the best case scenario. If you are inundated with orders, your business plan should contain information needed to hire staff and contact additional suppliers.

If you are providing a service, tell what your service is, why you are able to provide it, how it is provided, who will be doing the work and where the service will be performed. Tell why your business is unique and what you have that is special to offer to your customers. If you have both a product and a service that work together to benefit your customer (such as warranty service for the products you sell) be sure to mention this in your plan. Again the key words come into use. List future services you plan to add to your business. Also, anticipate any potential problem areas and work out a plan for action.

You should state any proprietary rights, such as copyrights, patents or trademarks, in this section.

Location

If location is important to your marketing plan, you may focus on it in the marketing section. For example, if you are opening retail shop, your choice of location will be determined by your target market. If you are a manufacturer and ship by common carrier, your location is not directly tied to your target market so you can discuss location in the business section. You may begin this topic with a sentence such as "ABC ABC Nig Ltd is housed in 25,000 square feet of warehouse space located at 872 Main Market Street Lagos, Nigeria. This site was chosen because of accessibility to shipping facilities, good security provisions, low square footage costs and proximity to sources of supplies. "

Now expand on each reason for choosing that location and back up your statements with a physical description of the site and a copy of the lease agreement. Give background information on your site choice and list other possible locations. You may want to include copies of pictures, layouts or drawings of the location in the supporting document section.

Use the worksheet on as a guideline for writing a location (site) analysis. Cover only those topics that are relevant to your business.

Location Analysis Worksheet

1. Address:
2. Name of realtor/contact person:
3. Square footage/cost:
4. History of location:
5. Location in relation to target market:
6. Traffic patterns for customers:
7. Traffic patterns for suppliers:
8. Availability of parking: (include diagram)
9. Crime rate for area:
10. Quality of public services (e.g. police, fire protection)
11. Notes on walking tour of area:
12. Neighboring shops and local business climate:
13. Zoning regulations:
14. Adequacy of utilities (get information from utility company representatives):
15. Availability of raw materials/supplies:
16. Availability of labor force;
17. Labor rate of pay for the area:
18. Housing availability for employees:

19. Tax rates (state, county, income, payroll, special assessments):
20. Evaluation of site in relation to competition:

3.2 Management

This section describes who is behind the business. If you are a sole proprietor, tell about your abilities and include your resume. Be honest about areas in which you will need help and state how you will get that help. Will you take a marketing seminar, work with an accountant or seek the advice of someone in advertising?

If you have formed a partnership, explain why the partners were chosen, what they bring to the company and how their abilities complement each other's. Experience, background and qualifications will be covered in their resumes in the supporting documents section.

If your business is incorporated, give detailed information on the corporate structure and officers. Include a resume for each officer and describe each one by answering the following questions: Who are they? What are their skills? Why were they chosen? What will they bring to the organization?

Personnel

Who will be doing the work? Why are they qualified? How will they be hired? What is their wage? What will they be doing? Outline the duties and job descriptions for all personnel. Explain any employee benefits. If you are inundated with orders for your product or items to be serviced, do you have a plan for increasing personnel?

3.3 Methods of Record Keeping

Tell what accounting system will be used and why the system was chosen. What portion of your record keeping will be done internally? Who will be responsible for keeping those records? Will you be using an outside accountant to maximize your profits? If so, who within your company will be skilled at reading and analyzing financial statements provided by the accountant? It is important not only to show that your accounting will be taken care of, but that you will have some means of using your financial statements to implement changes to make your company more profitable. After reading this section, the lender should have confidence in your company's ability to keep and interpret a complete set of financial records.

Insurance

Insurance is an important consideration for every business. Product liability is a major consideration, especially in certain industries. Service businesses are concerned with personal liability, insuring customers' goods while on the premises or during the transporting of those goods. If a vehicle is used for business purposes, your insurance must reflect that use. If you own your business location, you will need property insurance. Some types of businesses require bonding. Partners may want life insurance naming each other as the beneficiary. Consider the types of coverage appropriate to your business. Tell what coverage you have, why you chose it, what time period it covers and who the carrier is. Keep your insurance information current.

Security

Address the issue of security as it relates to your business. Anticipate problem areas in your business, identify security measures you will put into practice, tell why you chose them and what you project they will accomplish. Discuss this area with your insurance agent. By installing security devices you may be able to lower certain insurance costs along with protecting your business.

Marketing

The second major section of your business plan covers the details of your marketing plan. A good marketing plan is essential to your business development and success. Include information about the total market with emphasis on your target market. You must take the time to identify- your customers and find the means to make your product or service available to them. The key here is time. It takes time to research and develop a marketing plan, but it is time well spent. Most of the information you need will be found in your public library and in the publications of the Central Bank of Nigeria (CBN), National Bureau of Statistics (NBS) etc. Remember that you need a clear understanding of who will purchase your product, who will make use of your service, why they will choose your company and how they will find out about it.

Begin this section with a one-page summary covering the key elements of your marketing plan. The following text will expand on each area presented in the summary. Back up statements and justify projections with data in the supporting documents section. Again, the key word approach will help you to thoroughly cover each area. The topics may be covered in any order that seems logical to you.

Target Market

The target market has been defined as that group of customers with a set of common characteristics that distinguish them from other customers. You want to identify that set of common characteristics that will make those customers yours. Tell how you did your market research. What were your resources and your results? What are the demographics of your target market? Where do your customers live, work and shop? Do they shop where they live or where they work? If you are in the business of video cassette recorder (VCR) repair, how many VCRs are owned within a certain radius of your shop? Would in-home service be cost-effective and a benefit to your customers? State how you feel you can serve this market in terms of your resources, strengths and weaknesses. Focus on reasonable, believable and obtainable projections regarding the size of your potential market.

Competition

Direct competition is a business offering the same product or service to the same market. Indirect competition is a company with the same product or service but with a different target market. Evaluate both types of competitors. You want to determine the competitors' images. To what part of the market are they trying to appeal? Can you appeal to the same market in a better way? Or can you find an untapped market?

Use the worksheet to compile, organize and evaluate information on your competition. Your analysis of this information will help you plan your market entry. What is the competition's current market share (what percent of the total customer base is theirs)? Can you tap into this share or will you need to carve out your own market niche?

3.4 Competitor Profile Worksheet

research and analysis of financial considerations. Basic marketing strategy is to price within the range between the price ceiling and the price floor. The price ceiling is determined by the market; it is the highest cost a consumer will pay for a product or service and is based on perceived value. What is the competition charging? What is the quality of the product or service you are offering? What is the nature of the demand and what is the image you are projecting? The price floor is the lowest amount at which you can offer a product or service, meet all your costs and still make your desired profit. Consider all costs of raw materials, office overhead, shipping, vehicle expense, taxes, loan and interest payments and owner draws are a few. The profitable business operates between the price ceiling and the price floor. The difference allows for discounts, bad debt and returns. Be specific about how you arrived at your pricing structure and leave room for some flexibility.

Positioning - predetermining the perceived value in the eyes of the consumer can be accomplished through promotional activities. To be successful, you must decide what your product or service offers that your competitor's does not and promote it as the unique benefit. Very few items on the market have universal appeal your product or service cannot be all things to all people. However, if you position your product or service properly, prospective purchasers or users will immediately recognize its benefits to them.

Product Design

Packaging and product design can play a major role in the success of your business. It's what first catches the customer's eye. Consider the tastes of your target market in the ultimate design of your product and your package design. Decide what will be most appealing in terms of size, shape, color, material and wording. Packaging attracts a great deal of public attention. Be advised of the Fair Packaging and Labeling regulations, which established mandatory labeling requirements. The NAFDAC and SON have strict procedures for the labeling of items falling within its jurisdiction. Use key words to answer questions regarding your product design and packaging. Include sketches or photographs. Also include information on any proprietary rights, such as copyrights, trademarks or patents.

3.5 Timing of Market Entry

The timing of your entry into the marketplace is critical and takes careful planning and research. Having your products and services available at the right time and the right place depends more on understanding consumer readiness than on your organizational schedule. The manner in which a new product is received by the consumer can be affected by the season, the weather and holidays. Early January and September are the best times to mail flyers and catalogs, as consumers seem to be more receptive to mail order purchasing in those months. The major gift shows are held in the summer months (June, July, and August) and again in January and February. Most wholesale buying takes place at these shows. November and December are not good months for introducing new service businesses unless they relate in some way to the holiday season. Spring is a better time to introduce a service. Trade journals and trade associations in your field can provide the information you need on the timing patterns of your industry. Tell the lender when you plan to enter the market and how you arrived at your decision.

Location

If your choice of location is related to your target market, cover it in this section of your business plan. List the reasons for your choice. What is the character of the neighborhood? Does the site project your business image? Where is the competition in the area? What is the traffic pattern? What are the terms of the lease?

What services, if any, does the landlord provide? What is the occupancy history of your location? Did any companies in the area go out of business within the past few months? If so, try to find out if it was related to location. Is the area in which you plan to locate supported by a strong economic base? What alternate sites were considered?

These are some of the questions to be considered. Refer to Location in the business section for additional information.

Industry Trends

Be alert for changes in your industry. New technology may bring new products into the market place that will generate new service businesses. Read trade journals and industry reports in your field. Project how your market may change and what you plan to do to keep up.

Financial Documents

You are now ready to develop the third area of your plan. Financial records are used to show past, current and projected finances. In this section we will cover the major documents you will want to include in your business plan. They will consist of both pro forma (projected) and actual financial statements. Your work will be easier if these are done in the order presented.

- Summary of Financial
- Needs Application of Loan Funds
- Cash Flow Statement (Budget) Three-year Projection Break-even Analysis
- Actual Performance Statements:
 - Balance Sheet
 - Income (Profit and Loss) Statement
 - Loan Application/Financial History.

3.6 Summary of Financial Needs

If you are applying for a loan, your lenders and investors will analyze the needs of your business. They will distinguish among the three types of capital to be used as follows:

Working capital -- Used to meet fluctuating needs that are to be repaid through cash during the business's next full operating cycle, generally one year.

Growth capital-- Used to meet needs that are to be repaid with profits over a period of a few years. If you seek growth capital, you will be expected to show how the capital will be used to increase your profits enough to be able to repay the loan within several years (usually not more than seven).

Equity capital -- Used to meet permanent needs. If you seek equity capital, it must be raised from investors who will take the risk in return for some combination of dividend returns, capital gains or a specific share of the business.

Keeping the above in mind, you must now prepare a summary of financial needs. This document is an outline telling why you are applying for a loan and how much you need.

Summary of Financial Needs

- I. ABC Nig Ltd is seeking a loan to increase its growth capital in the following areas of production:
 - A. Equipment (new and more modern)
 - B. Training of personnel in operation of above.
- II. Funds needed to accomplish above goal will be \$50,000.

- A. See "Use of Funds" for distribution of funds and backup statement.

Uses of Funds Statement

The potential lender will require a statement of how the money you intend to borrow will be used. It will be necessary for you to tell how you intend to disperse the loan funds. Back up your statement with supporting data.

You must be sure that your supporting data can be easily found by the loan officer who is examining your application. If you do not have your information well organized and retrievable, your application may be refused for the simple reason that the material cannot be found. It will be necessary to have a well written table of contents.

USES OF FUNDS

1. Dispersal of Loan Funds

ABC Nig Ltd will use anticipated loan funds in the amount of N50,000 to modernize its production equipment. This will necessitate the purchase of two new pieces of equipment and the training of present personnel in the operation of this equipment.

2. Backup Statement

- a. The equipment needed is as follows:
 - (1) High-speed F-34 Atlas Press (purchase price -- N32,900)
 - (2) S71 Jaworski Ebber (purchase price -- N2,800)

- b. The training is available from the manufacturer as a three-week intensive program (cost: 10 employees @ N1,200 = N 12,000).
- c. The remaining N2,300 will be used for the first monthly installment on loan repayment -- a period of low production due to employee training.
- d. The equipment will result in a 35 percent increase in production, a 25 percent decrease in unit cost, and a net profit increase sufficient to repay the loan and interest within three years with a profit margin of 15 percent.

When writing your business plan be sure that your production plan includes a description of the equipment, how the work will be done, by whom and at what cost.

The market research will show projected needs for your product, and thus show how increased production will result in increased sales and ultimately in the capability to enable you to repay the loan.

4.0 Conclusion

It is also good to plan for the best case scenario. If inundated with orders, business plan should contain information needed to hire staff and contact additional suppliers.

5.0 Summary

In this unit, we have been able to extensively discuss;

- Business Plan Outline,
- Management,
- Methods of Record Keeping,
- Competitor Profile Worksheet,
- Timing of Market Entry and
- Summary of Financial Needs.

6.0 Tutor-Marked Assignment

- i. Critically discuss uses of funds statement and uses of funds
- ii. Differentiate between financial documents and summary of financial needs
- iii. List location Analysis Worksheet
- iv. What are the reasons for your choice of legal structure?

7.0 Reference and further readings

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<http://www.technopreneurial.com/articles/history.asp>.

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RMIT 2003 15; V5 March 2005 *YOUR BUSINESS IDEA*

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UNIT 7 SAMPLE (C) OF A BUSINESS PLAN OUTLINE

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Sample (C) of a Business Plan Outline

3.2 BUSINESS INFORMATION

3.3 BUSINESS STATUS

3.4 OTHER INFORMATION

3.5 EQUIPMENT LIST

3.6 ASSET LIST

3.7 MANAGEMENT PLAN

3.8 LOAN INFORMATION

3.9 SWOT ANALYSIS

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

This unit will introduce you to the similar sample of business plan with content differential from microfinance institution with the following contents personnel details, business information, business status, other information, equipment list, asset list, management plan, loan information and SWOT analysis.

2.0 OBJECTIVES

By the end this unit, you shall be able to understand the following

- Sample (C) of a Business Plan Outline
- BUSINESS INFORMATION
- BUSINESS STATUS
- OTHER INFORMATION
- EQUIPMENT LIST
- ASSET LIST
- MANAGEMENT PLAN
- LOAN INFORMATION
- SWOT ANALYSIS

3.1 Sample (C) of a Business Plan Outline

PERSONAL DETAILS

BIODATA

User ID:

0a4df1a0-d294-4a4e-9066-c1a111ef6272

Surname: MUSA Other Names RASHIDAT ABEBI

Age Range: 18 to 35

Gender: FEMALE

State of Residence: FCT

Phone Number: 0802341041941

Personal Bank Name JAZ BANK

Bank Verification Number: 22241941904

Biz Plan Write up OID 155431

Certificate Code 0005419

Date of Birth: 4/5/1985 12:00:00 AM

Home Address: 49, DUKPA ITULALI ROAD, GWAGWALADA PHASE 10 ABUJA

State of Origin: FCT

Email: musaabABY@gmail.com

Personal Bank Account Number: 0352010000

3.2 BUSINESS INFORMATION

BUSINESS CONTACT

BUSINESS NAME: RASHMAF BAKERY

BUSINESS EMAIL ADDRESS: musaabABY@gmail.com

WEBSITE:

BUSINESS BANK ACCOUNT: 0352041941

BUSINESS ADDRESS: OLD KUNTUNKU GWAGWALADA AREA COUNCIL

BUSINESS PHONE NUMBER: 08023504040

BUSINESS BANK NAME: JAZ BANK

3.3 BUSINESS STATUS

BUSINESS SECTOR: SERVICES

STAGE OF BUSINESS: Statup

OWNERSHIP TYPE: Sole Proprietorship

BUSINESS ACTIVITY: 12157

YEARS OF OPERATIONS: 0

3.4 OTHER INFORMATION

VISION STATEMENT: TO PRODUCE FRESH DELICIOUS AND NUTRITIONAL BREAD FOR WELLNESS

MISSION STATEMENT: TO PRODUCE NUTRITIONAL AND OTHER CONFECTIONERY PRODUCT FOR EVERY HOUSEHOLD WITHIN GWAGWALADA METROPOLIES

VALUE PROPOSITION: TO PRODUCE QUALITY AND HEALTHY BREAD FOR HUMAN CONSUMPTION

BUSINESS DESCRIPTION: WE ARE ENGAGED IN BAKERY

BUSINESS OBJECTIVES:

3.5 EQUIPMENT LIST

SNo	Description	Model Usage	Quantity	Unit Price
Total				
1	ELECTRIC OVEN		1.00	1500000.00
	1500000.00;			
2	INDUSTRIAL BUNNER		1.00	250000.00
	250000.00;			
3	ELECTRIC MILLING, MIXER AND PAN		1.00	2500000.00
	2500000.00;			
4	AUTOMATIC SLICING MACHINE		1.00	350000.00
	350000.00;			
5	GENERATOR	POWER SUPPLY	1.00	1900000.00
	1900000.00;			

SNo Description Model Usage Quantity Unit Price 6500000.00 WORKING CAPITAL LIST

SNo	Description	Category	Quantity	Amount
1	FLOUR, BREAD MIX INGREDIENTS	Raw Material	1.00	340000.00
2	SALARY	Staff Salary/Wages		1.00
	180000.00			
3	ADMINISTRATIVE COST	Utility Bill		1.00
	100000.00			
4	LOGISTICS AND ACCESSORIES	Logistics and Transportation	1.00	380000.00

SNo Description Category Quantity Amount PRODUCT AND SERVICES

SNo	Description	Line Type	Category	Cost Price	Sales Price	Monthly
						Production Capacity
						Direct Labour Percent
						Material Used Percent

1	BREAD, CAKES AND PASTRIES	Product	12000000.00	21500000.00
	2000.00	100.00	100.00	

SNo	Description	Line Type	Category	Cost Price	Sales Price	Monthly
			Production Capacity	Direct Labour	Percent	Material Used
			Percent			

3.6 ASSET LIST

SNo	Asset Name	Purchase Price	Year Of Purchase	Life Span	Asset Type	Value
1	LAND	700000.00	2019	84.00	TANGIBLE ASSET	750000.00

SNo	Asset Name	Purchase Price	Year Of Purchase	Life Span	Asset Type	Value
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COMPETITION ANALYSIS

SNo	Line Type	Home Product	Competitor Product	Competitor Organisation	Home
Sale Price	Competitor Sale Price	Company Location	Price Difference		

1	Product	BREAD, CAKES AND PASTRIES	BREAD, CAKES AND PASTRIES		
		FIVE STAR BAKERY		21500000.00	30000000.00
				GWAGWALADA	ABUJA

FCT

SNo	Line Type	Home Product	Competitor Product	Competitor Organisation	Home
Sale Price	Competitor Sale Price	Company Location	Price Difference		

3.7 MANAGEMENT PLAN

SNo	Line Type	Full name	Responsibility	Stake	Allowance
1	Shareholder	RASHIDAT ABEBI MUSA	MANAGING DIRECTOR		100.00
					50000.00
2	Employee	RABIU AHMED	SALES PERSON		25000.00
3	Employee	ZAINAD SULEIMAN	BAKER		25000.00

SNo	Line Type	Full name	Responsibility	Stake	Allowance
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3.8 LOAN INFORMATION

CURRENT LOAN INFORMATION

LOAN START DATE: 9/1/2020 12:00:00 AM

INTEREST RATE:

FIRST REFERENCE NAME: DR.KAMALDEEN LAWAL

FIRST REFERENCE PHONE NUMBER: 08024003166

FIRST REFERENCE ADDRESS: BLK 360, FLAT 40, KOSIOFE ROAD IKOYI DOLPHIN ESTATE OBALENDE LAGOS

MONTHS OF REPAYMENT: 60

MORATORIUM: 12

SECOND REFERENCE NAME: DR.MUHAMMAD GADAFI

SECOND REFERENCE PHONE NUMBER: 0803705555

SECOND REFERENCE ADDRESS: NATIONAL OPEN UNIVERSITY OF NIGA, IKOM, CAMERROUN,FCT

PREVIOUS LOAN INFORMATION

FUNDING INSTUTIUTION:

INTEREST RATE:

LOAN AMOUNT:

TERMINATION DATE:

3.9 SWOT ANALYSIS

S - 1. DELIVERY SERVICES. 2. EXPERIENCED EMPLOYEES. 3. WIDE RANGE OF PRODUCT.

W - 1. LACK OF START-UP FUND. 2. PRICING.

O -1 . EXPERTION OF THE PRODUCT RANGE. 2. GROWING CONCERN FOR HEALTH.

T -1- . IRREGULAR ELECTRICITY SUPPLY. 2. BAD ROAD NETWORK.

4.0 Conclusion

We were able to discuss the

5.0 Summary

From this unit, we have discussed the following;

- **Sample (C) of a Business Plan Outline – personal details,**
- business information
- business status
- other information
- equipment list
- asset list
- management plan
- loan information and
- SWOT analysis

6.0 Tutor-Marked Assignment

Carefully Discuss the observations from sample B and C of business plan

7.0 References

Lawal, K.A.A and Oludmu, O.L (2012) *Management in focus principles and practices*, Revised edition, Asogun publisher Ibadan. Pp. 1-200. ISBN 978-2941-64-6.

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Taiwo O.A., Okafor, I.P and **Lawal, K.A.A PhD** (2017) *Entrepreneurship A Global Perspective*, Uzopietro Publishing, Imo State Pp. 1-294 ISBN978-27104-7-18.

UNIT 8 SAMPLE (D) OF A BUSINESS PLAN OUTLINE

CONTENTS

- Introduction
- Objectives

3.0 Main Content

3.1 SAMPLE (D) OF A BUSINESS PLAN OUTLINE - PERSONAL DETAILS

3.2 PERSONAL BANK NAME

3.3 BUSINESS INFORMATION

3.4 BUSINESS STATUS

3.5 EQUIPMENT LIST

3.6 WORKING CAPITAL LIST

3.7 PRODUCT AND SERVICES

3.8 ASSET LIST

3.9 COMPETITION ANALYSIS

3.10 MANAGEMENT PLAN

3.12 LOAN INFORMATION

3.12 SWOT ANALYSIS

4.0 Conclusions

- Summary
- Tutor-marked Assignment
- Reference/Further Reading

1.0 INTRODUCTION

This unit will introduce you to the sample (d) of a business plan outline - personal details, personal bank name, business information, business status, equipment list, working capital list, product and services, asset list, competition analysis, management plan, loan information and SWOT analysis.

2.0 OBJECTIVES

By the end this unit, you shall be able to understand the following

- Sample (D) of a Business Plan Outline
- Business information
- Business status
- Equipment list
- Working capital list
- Product and services
- Asset list
- Competition analysis
- Management plan
- Loan information
- SWOT analysis

3.1 Sample (D) of a Business Plan Outline - PERSONAL DETAILS

BIODATA

User ID: b887494c-5fc3-4973-963b-766b5bcb9ER5

Surname: LAWAL Other Names GANIYAT

Age Range: Above 35

Gender: FEMALE

State of Residence: Lagos

Phone Number: 08024003166

3.2 Personal Bank Name

Bank Verification Number: 22142688888

Biz Plan Write up OID 155495

Certificate Code

Date of Birth: 6/5/1979 12:00:00 AM

Home Address: 55B, MUSTAPHA RAJI ROAD, NATIONAL AMTHEM ESTATE,
GWAGWA LAGOS

State of Origin: Lagos

Email: ganicsnatureS@gmail.com

Personal Bank Account Number:

3.3 BUSINESS INFORMATION

BUSINESS CONTACT

BUSINESS NAME: GANICKS NATURAL PRODUCTS LIMITED

BUSINESS EMAIL ADDRESS: ganicsnatureS@gmail.com

WEBSITE:

BUSINESS BANK ACCOUNT:

BUSINESS ADDRESS: S5B, MUSTAPHA RAJI ROAD, GWAGWA, ALAGOS

BUSINESS PHONE NUMBER: 08024003166

BUSINESS BANK NAME:

3.4 BUSINESS STATUS

BUSINESS SECTOR: AGRICULTURE

STAGE OF BUSINESS: Existing

OWNERSHIP TYPE: Sole Proprietorship

BUSINESS ACTIVITY: 17000

YEARS OF OPERTIONS: 2

OTHER INFORMATION

VISION STATEMENT: PROVIDING HEALTHY ORGANIC POULTRY MEAT AT QUALITY STANDARD USING BEST PRACTICE

MISSION STATEMENT: DEDICATED TO PROVIDING HEALTHY & QUALITY POULTRY MEAT TO OUR CUSTOMERS

VALUE PROPOSITION: TO ADD VALUE TO THE ECONOMY

BUSINESS DESCRIPTION: WE ENGAGE IN POULTRY MEAT

BUSINESS OBJECTIVES:

3.5 EQUIPMENT LIST

SNo	Description	Model Usage	Quantity	Unit Price	Total
1	SLAUGHTERING CONE			1.00	250000.00
	250000.00;				
2	DEFEATHERING MACHINE			1.00	350000.00
	350000.00;				
3	BLAST FREEZER			1.00	2950000.00
	2950000.00;				
4	CHEST FREEZER AND 10KV DIESEL GENERATOR		1.00		2800000.00
	2800000.00;				
5	STAINLESS WORKING TABLE			1.00	250000.00
	250000.00;				
6	HOLDING CAGE			1.00	125000.00
					125000.00;

SNo	Description	Model Usage	Quantity	Unit Price	6725000.00
-----	-------------	-------------	----------	------------	------------

3.6 WORKING CAPITAL LIST

SNo	Description	Category	Quantity	Amount
1	LOGISTICS	Logistics and Transportation	1.00	240000.00
2	FUELING OF GENERATOR	Cost of Fueling	1.00	535000.00
3	SALARY FOR WORKING STAFF	Staff Salary/Wages	1.00	100000.00
4	INSURANCE	Insurance Cost	1.00	600000.00
5	LIVE ORGANIC BROILERS (BIRD)	Raw Material	1.00	800000.00

SNo	Description	Category	Quantity	Amount
-----	-------------	----------	----------	--------

3.7 PRODUCT AND SERVICES

SNo	Description	Line Type	Category	Cost Price	Sales Price	Monthly Production Capacity
1	PROCESSING AND PACKAGING OF ORGANIC BROILERS	Product				
	1800.00	2500.00	500.00	100.00	100.00	

SNo	Description	Line Type	Category	Cost Price	Sales Price	Monthly Production Capacity
-----	-------------	-----------	----------	------------	-------------	-----------------------------

3.8 ASSET LIST

SNo	Asset Name	Purchase Price	Year Of Purchase	Life Span	Asset Type	Value
1	MINI CHEST FREEZER	90000.00	2018	5.00	TANGIBLE ASSET	60.00
2	GENERATOR	95000.00	2018	5.00	TANGIBLE ASSET	60.00

SNo	Asset Name	Purchase Price	Year Of Purchase	Life Span	Asset Type	Value
-----	------------	----------------	------------------	-----------	------------	-------

3.9 COMPETITION ANALYSIS

SNo	Line Type	Home Product	Competitor Product	Competitor Organisation	Home Sale Price	Competitor Sale Price	Company Location	Price Difference
1	Product	ORGANIC BROILERS	PROCESSING AND PACKAGING OF ORGANIC BRIOLERS					
		LOCAL MARKET	2500.00	3000.00			ABUJA	

SNo	Line Type	Home Product	Competitor Product	Competitor Organisation	Home Sale Price	Competitor Sale Price	Price Difference
-----	-----------	--------------	--------------------	-------------------------	-----------------	-----------------------	------------------

3.10 MANAGEMENT PLAN

No	Line Type	Full name	Responsibility	Stake	Allowance
1	Shareholder	LAWAL IDUNU	DIRECTOR	85.00	40000.00
2	Shareholder	LAWAL KAMALDEEN	MANAGER	15.00	20000.00
3	Employee	GEORGE AJOKE	ADMINISTRATIVE		10000.00
4	Employee	MOSAKU TOSIN	IT/SOCIAL MEDIA		10000.00
5	Employee	TAWA BOLA PRODUCTION/PROCESSING PACKAGING			10000.00
6	Employee	OGUNDELE KOREDE	SALES MARKETING		10000.00

SNo	Line Type	Full name	Responsibility	Stake	Allowance
-----	-----------	-----------	----------------	-------	-----------

3.11 LOAN INFORMATION

CURRENT LOAN INFORMATION

LOAN START DATE: 8/1/2020 12:00:00 AM

INTEREST RATE:

FIRST REFERENCE NAME: MR. MUSA MARUF

FIRST REFERENCE PHONE NUMBER: 08034503333

FIRST REFERENCE ADDRESS: 309, DUKPA ITULA STREET, GWAGWALADA

MONTHS OF REPAYMENT: 60

MORATORIUM: 12

SECOND REFERENCE NAME: MR. MUSA MARUF

SECOND REFERENCE PHONE NUMBER: 08034555555

SECOND REFERENCE ADDRESS: 309, DUKPA ITULA STREET, GWAGWALADA

PREVIOUS LOAN INFORMATION

FUNDING INSTUTIUTION:

INTEREST RATE:

LOAN AMOUNT:

TERMINATION DATE:

3.12 SWOT ANALYSIS

Strength

- 1. HALAL SLAUGHTERING PROCEDURE,
- 2. ORGANIC FREE RANGE BIRDS

WEAKNESS

- 1. LACK OF FINANCIAL CAPABILITY (FUNDING)
- 2. LACK OF COMMITTED HUMAN RESOURCES
- 3. FINANCIAL MANAGEMENT SKILLS

OPPORTUNITY

- 1. BUSINESS EXPANSION SKILL DEVELOPMENT VIA TRAINING
- 2. ACCESS TO FUNDING VIA NIRSAL
- 3. GOVERNMENT SUPPORT OF POULTRY INDUSTRY

WEEKNESS

- 1. TRANSPORTATION OF LIVE BIRDS TO PROCESSING PLANT-MORTALITY
- 2. INJURIES FROM THE CUTS & LACERATION
- 3. IRREGULAR ELECTRICITY SUPPLY

4.0 Conclusion

The sample plan of business will continue to serve as a guide for any individual who intends to start up new or reinvest in any innovative and creative business.

5.0 Summary

From this unit, we have discussed the following;

- Sample (d) of a business plan outline - personal details
- Personal bank name
- Business information
- Business status
- Equipment list
- Working capital list
- Product and services
- Asset list
- Competition analysis
- Management plan
- Loan information
- SWOT analysis

6.0 Tutor-Marked Assignment

Critically differentiate between sample C and D of business plan

7.0 References

Lawal, K.A.A and Oludmu, O.L (2012) *Management in focus principles and practices*, Revised edition, Asogun publisher Ibadan. Pp. 1-200. ISBN 978-2941-64-6.

Lawal, K, A., and Taiwo, A O, (2016) Effective Entrepreneurship Skills in Reducing poverty through Coop Small Business Innovation in Lagos Metropolis, *International Journal of Entrepreneurship Innovation & Management (IJEIM)*. KWASU, Vol.1 No.1

Taiwo O.A., Okafor, I.P and **Lawal, K.A.A PhD** (2017) *Entrepreneurship A Global Perspective*, Uzopietro Publishing, Imo State Pp. 1-294 ISBN978-27104-7-18.

UNIT9 THE BUSINESS PLAN AND FINANCIAL WORKSHEETS

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 The Business Plan And Financial Worksheets

3.2 Why Do You Need A Business Plan?

3.3 HOW SHOULD YOU STRUCTURE YOUR BUSINESS PLAN?

3.4 SAMPLE BUSINESS PLAN OLTLINE

4.0 Conclusion

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

The business plan consists of a narrative and several financial worksheets. The narrative template is the body of the business plan. It contains more than 150 questions divided into several sections. Work through the sections in any order that you like, except for the Executive Summary, which should be done last. Skip any questions that do not apply to your type of business. When you are finished writing your first draft, you'll have a collection of small essays on the various topics of the business plan. Then you'll want to edit them into a smooth-flowing narrative.

2.0 OBJECTIVES

In this unit, we shall examine the following

- The Business Plan And Financial Worksheets
- Why do you need a business plan?
- How should you structure your business plan?
- Sample business plan outline

3.0 MAIN CONTENT

3.1 THE BUSINESS PLAN AND FINANCIAL WORKSHEETS

The real value of creating a business plan is not in having the finished product in hand; rather, the value lies in the process of researching and thinking about your business in a systematic way. The act of planning helps you to think things through thoroughly, study and research if you are not sure of the facts, and look at your ideas critically. It takes time now, but avoids costly, perhaps disastrous, mistakes later. It typically takes several weeks to complete a good plan. Most of that time is spent in research and re-thinking your ideas and assumptions. But then, that's the value of the process. So make time to do the job properly. And finally, be sure to keep detailed notes on your sources of information and on the assumptions underlying your financial data.

3.2 WHY DO YOU NEED A BUSINESS PLAN?

This is a valid question asked by all operators when planning to establish a small business and it vital from the very outset that you see the importance of preparing a business plan, no matter how small your proposed venture is. The four most important reasons for having a plan are:

- a. The Business Plan is a Roadmap:** without clear direction (goals, strategy and plans) for your business, how are you going to achieve your vision for the venture? How will you know what the potential for your business is likely to be in Year 1, and beyond that to Years 2 and 3? The most important function of the plan is that it is your document; it clarifies and structures your ideas, formalizes your financial plans and maps out how you will market and then manage the business. You develop the plan for yourself first, not for others; but of course it has many other uses such as being a requirement when seeking funding, or serving as a communication tool for informing stakeholders about your proposals. It is really important to understand that you should never develop your plan solely for others, do it for yourself because it will help you to maximize your potential for success.
- b. The Business Plan is necessary for Investors/Lenders:** it is unlikely that anyone, outside of your family and close friends that is, will be willing to support you financially, if you cannot produce a

realistic business plan. A well-structured and fact based plan demonstrates to the bank, and other possible funders, that you are serious about your proposal and that you have given careful thought to the future direction of your business. Although, as just stated, you don't prepare the plan just for others, it is important nonetheless to structure it in a manner that meets the needs of lenders/investors; consequently, the business plan format shown later in this guide is considered to be a recommended approach by leading financial institutions.

c. The Business Plan Help to Track Progress: as part of preparing your plan, you will set clear goals and objectives for your business which can later be used to help you measure progress.

d. The Business Plan Help to Tests the Feasibility of Business Idea: completing the plan helps you to check the practicality of your ideas in the sense that the research you conduct, and the discussions you will have with independent advisors in compiling the plan, will serve to test the feasibility of your proposals. Maybe, when viewed under the microscope, your idea doesn't stack up as well as you first thought, but even if you find that negative outcomes arise from the planning process, isn't it better to know this before you invest all your time and money?

3.3 HOW SHOULD YOU STRUCTURE YOUR BUSINESS PLAN?

Many business owners avoid preparing a business plan because the task seems too onerous or time consuming. This is a mistake and one of the most common causes of business failure is poor planning. There is no pretence that preparing a plan for your business is going to be an entirely painless activity, but it is a vital one in terms of maximizing your chances for success.

For most small businesses, the plan does not have to be an overly complicated document, although at the same time, you should understand that it will take your time and effort to put it together and that certain information is required to make the plan worthwhile.

In tackling the development of your business plan, you can structure the information as follows:

1. Cover Sheet (Title Page)

The first page of your business plan will be the cover sheet. It serves as the title page of your plan. It should contain the following information:

- Name of the company
- Company address
- Company phone number include area code)
- Logo (if you have one)
- Names, titles, addresses, phone numbers (include area code) of owners
- Month and year in which the plan is issued
- Name of preparer.

2. Executive Summary

The executive summary section is a snapshot of the highlights of your business plan and is usually the last thing you write. For a standard business plan, the executive summary generally includes the following information:

- Purpose of the plan
- Market opportunity

- Management team
- Track record, if any
- Financial projections.
- Funding requirements.

The executive summary is your chance to 'sell' as well as 'tell'. It is advisable to make the executive summary two pages or fewer and include everything that supposed to be covered in a five-minute interview. Make it enthusiastic, professional, complete, and concise.

3. Business Description and Vision

When describing your business, generally you should explain

a. **Mission Statement:** Many companies have a brief mission statement, usually in 30 words or fewer, explaining their reason for being and their guiding principles. If you want to draft a mission statement, this is a good place to put it in the plan, followed by:

b. Company Goals and Objectives: Goals are destinations where you want your business to be. Objectives are progress markers along the way to goal achievement. For example, a goal might be to have a healthy, successful company that is a leader in customer service and that has a loyal customer following. Objectives might be annual sales targets and some specific measures of customer satisfaction.

c. Business Philosophy: What is important to you in business? To whom will you market your products? Legalities of the business form (i.e proprietorship, partnership; corporation) the licenses or permits you will need; Business type (merchandizing, manufacturing or service); what your product or service is? Is it a new independent business, a takeover, an expansion, a franchise? When your business will be open (days, hours)?

d. Location: The location of your business can play a decisive role in its success or failure. Your location should be built around your customers, it should be accessible and it should provide a sense of security. Probably you do not have a precise location picked out yet. This is the time to think about what you want and need in a location. Many startups run successfully from home for a while. Here, analyze your location criteria as they will affect your customers.

Consider these questions when addressing this section of your business plan Is your location important to your customers? If yes, how?

If customers come to your place of business: Is it convenient? Parking? Interior spaces? Not out of the way? Is it consistent with your image?

Is it what customers want and expect?

Where is the competition located?

Is it better for you to be near them (like car dealers or fast food restaurants) or distant (like convenience food stores)?

It may be a good idea to make a checklist of questions you identify when developing your business plan. Categorize your questions and, as you answer each question, remove it from your list.

3. Definition of the Market

Marketing plays a vital role in successful business ventures. How well you market your business, along with a few other considerations, will ultimately determine your degree of success or failure. The key element of a successful marketing plan is to know your customers -- their likes, dislikes, expectations. By identifying these factors, you can develop a marketing strategy that will allow you to arouse and fulfill their needs.

a. Industry Description. Is it a growth industry? What changes do you foresee in the industry, short term

and long term? How will your company be poised to take advantage of them? Describe your most important company strengths and core competencies. What factors will make the company succeed? What do you think your major competitive strengths will be? What background experience, skills, and strengths do you personally bring to this new venture?

b. Competition Analysis

Competition is a way of life. We compete for jobs, promotions, and scholarships to institutes of higher learning, in sports-and in almost every aspect of our lives. Nations compete for the consumer in the global marketplace, as do individual business owners. Advances in technology can send the profit margins of a successful business into a tailspin causing them to plummet overnight or within a few hours. When considering these and other factors, we can conclude that business is a highly competitive, volatile arena. Because of this volatility and competitiveness, it is important to know your competitors.

Use the Competitive Analysis table below to compare your company with your two most important competitors. In the first column are key competitive factors. Since these vary from one industry to another, you may want to customize the list of factors.

In the column labeled Me, state how you honestly think you will stack up in customers minds. Then check whether you think this factor will be very honest here. Better yet, get some disinterested strangers to assess you. This can be a real eye-opener. And remember that you cannot be all things to all people. In fact, strength or a weakness for you. Sometimes it is hard to analyze our own weaknesses. Try to be trying to be causes many business failures because efforts become scattered and diluted. You want an honest assessment of your firm is strong and weak points.

Now analyze each major competitor. In a few words, state how you think they compare. In the final column, estimate the importance of each competitive factor to the customer. 1 = critical; 5 = not very important.

Table 1: Competitive Analysis

Factor	Me	Strength	Weakness	Competitor A	Competitor B	Importance to Customer
Products						
Price						
Quality						
Selection						
Service						
Reliability						
Stability						
Expertise						
Company						
Reputation						
Location						
Appearance						
Sales Method						
Credit Policies						
Advertising						
Image						

Anticipating Problems

Try to see ahead and determine what possible problems may plague you. For example, you may have to deal with costs that exceed your projections. At the same time, you may experience a sharp decline in sales.

These two factors occurring simultaneously can portend disaster if you are not ready for them. Also, be cautious when things are too good. The increased profits may only be temporary. A product or service that is in demand this year may not be popular next year. You might think about developing an alternate budget based on possible problems. Awareness of changes in your industry and revision according to those changes will benefit you greatly.

3.4 SAMPLE BUSINESS PLAN OUTLINE

This sample of business plan is a generic model suitable for all types of businesses. However, you should modify it to suit your particular circumstances. Before you begin, review the section titled Refining the Plan. It suggests emphasizing certain areas depending upon your type of business (manufacturing, retail, service, etc.). It also has tips for fine tuning your plan to make an effective presentation to investors or bankers. If this is why you're creating your plan, pay particular attention to your writing style. You will be judged by the quality and appearance of your work as well as by your ideas.

Sample (A) of a Business Plan Outline

1. Name of Firm

State the business's legal name

State owner(s) name, as well as the form and percent of ownership

3. Information on the Business

A. Type of Business and Product or Service

- State the general and specific nature of the business, (i.e., restaurant, catering, farming, ice cream production; beer parlor, day care, and craft - etc). State the type of business (manufacturing, service, construction, wholesale, retail, other). State the company's goals and objectives
- Describe your product and/or services. Briefly state who buys the product/service and who the final users are (you will discuss your customers very thoroughly under Market Analysis).
- Describe how the product/service is sold to customers (walk-in stores, sales, representatives, mail order catalogs, telephone orders, etc.).
- Describe how and where buyers get the product/service (walk-in stores, mail delivery, etc.).
- Comment on the quality of the product/service
- Estimate average price of product/service.

B. History

If new, say so. If existing, discuss age of business, prior owners, how acquired and length of time operated by you, image or reputation; number of employees, last year's sales volume and profit and any significant events that have affected the company's development.

C. Office/Plant

- Give addresses and description of area and building.
- State whether rented, leased or owned. If rented or leased, state from whom and under what conditions. State size (square footage).
- Describe type of access to building (major roads, freeways, walking, parking, etc.).
- Is the location a good one that is convenient to customers?
- State business hours.

D. Personnel

- For the present and future, state number of employees, type of labor (skilled and unskilled, etc.), sources of labor (especially minorities, handicapped veterans or other socially or

economically disadvantaged grouped), timing of hiring (or layoffs).

- Comment on the quality of the staff.

E. Economic/Accounting

- Describe how this business makes money.
- State how prices are or will be determined and by whom.

f. Inventory, Supplies, Suppliers, and Equipment

- Describe what inventory, raw materials and/or supplies the business uses (initial and continuing).
- List your suppliers: name, address, type and percent of supplies furnished and length of time you have been buying from each, reliability and frequency of purchase.
- How easy or difficult is it to get necessary supplies? If it is difficult, how will you deal with potential or actual shortages?

Are the prices of your supplies steady or fluctuating? If fluctuating, how do you deal with changing costs?

List the equipment used by the business and comment on its condition. If the equipment has been appraised, include values and state who did the appraisal.

G. Legal

- State form of business (sole proprietorship, partnership, LLC, corporation) and status (already formed or in process of formation).
- State licensing requirements (type and licensing sources) and status (not yet applied, applied and pending, obtained).
- State zoning requirements and status.
- State insurance requirements (type, source) and status.
- Have building codes been complied with?
- State any health code requirements.
- Describe any other laws and regulations that affect the business. Describe lease, if any.
- Trademarks, patents, licenses and copyrights should be checked for legality

H. Future Plans

- What are your plans for the future (maintain, expand, diversify, sell, etc.)?

4. Market Analysis

A. Customers (market)

- What is your market, or, who are your customers (wholesalers, retailers, consumers, government, etc.).
Why does this market need your product/service? (All markets are created on the basis of need). One product/service often satisfies several needs.
How long will this market need your product/service? If your product/service a fad or continuing need; being phased out or created by new technology?
- List the characteristics of your average customers: age, location (market area), average income/sales, sex, life style (family or single), working and other important information. The more you understand about your market, the better you can see to it.
- What do customers like and dislike about your product/service or business?

Estimate how much the total market will spend on this or similar products/services in the next year

B. Environment

- Discuss any environmental factors (economic, legal, social or technological) which affect your market or product/service. Environmental factors are those which have significant effects on your operation, but over which you have no control (i.e., county growth, rising energy costs, prices, etc.).

C. Competition

- Discuss your competition; number of competitors (direct or indirect), type of company (i.e., product or service), location, age, reputation, size (sales or customers), market share.
- Estimate how much of your product/service ALL the competitors will provide in the next year.
- List major competitors (names and addresses). Discuss their product/service, features, age of business, price, location/distribution, reputation/image, market share, size, product/service quality and marketing strategy.

D. Competitive Advantages and Disadvantages

- Discuss how your product/service meets market needs and how you can compare with the competition in terms of product/service features, location, distribution, price, other.
- Compare your estimates of the market's demand and the competition's supply.
- The relationship of supply and demand will affect your marketing and sales strategy. High demand with low supply usually means less competition and less advertising. Low demand and high supply indicates a very competitive situation and a need for extensive marketing.

E. Projections

- Give your projections in terms of either the number of customers, items sold, or contracts obtained, etc.

5. Market Strategy A.

Sales Strategy

- Present your marketing strategy. In other words, tell how you will get the edge on your competition and get customers. This is your action plan to get business.
- Your product/service will sell because one or more of the following is attractive: advertising, pricing (high, medium, low), distribution system (limited, widespread, etc.) and promotion.

B. Promoting Strategy

- Describe how you plan to promote your product/service. State how you will promote: advertising, direct mail, personal contacts, sponsoring events or other word of mouth, trade associations, etc.).
- If you plan to advertise what media you will use: radio, television, newspaper, magazines, telephone book yellow pages, Internet, and/or other (billboard, etc.). State why you consider the media you have chosen to be the most effective.
- State the content of your promotion or advertising: what your product/service is, why it is

attractive, business location, business hours, business phone number, web site, and other. When you are designing your advertising, remember you are selling to satisfy someone's needs. Refer back to your Market Analysis on need.

6. Management

- Why have you chosen this type of business?
- For key management personnel (e.g., the owners), include the following: resumes, personal financial statements, tax returns for the last three years and personal family budget.
- Describe prior experience that qualifies management to run this type of business.
- State why you can run this business.
- State how much time management will devote to running this business. Discuss local contacts that may assist you in your business.

7. Financial

A. Source and Uses

- Describe the project to be financed.
- State where the money to pay for the project will come from (sources) and show in detail how it will be used (uses). The most common uses are equipment, leasehold improvements, inventory and working capital.

B. Statement

- If business is an existing one, include business tax returns and financial statements for the last three years. Financial statements should include:
 - Balance Sheet
 - Income Statement
 - Accounts Receivable and Aging + Accounts Payable and Aging
 - Debt Schedule
 - Reconciliation of Net Worth.
 -
- For both existing and new businesses, project the following financial statements for the next three years (monthly for the 1st year, quarterly for 2nd and 3rd years).
- Operating (or Income) Statement with explanation (sales, expenses, profit):
 - Balance Sheet
 - Reconciliation of Net Worth
 - Cash Flow with Explanation
 - Break-even Analysis.

4.0 CONCLUSION

Summarizing your plan, you should keep in mind that the executive summary must grab the attention of the reader. In many cases, this is the section that is read first and if you fail to excite them about your proposals, then they will be unlikely to read any further.

5.0 SUMMARY

In this unit, we have been able to discuss the following;

- The business plan and financial worksheets
- Why do you need a business plan?
- How should you structure your business plan?
- Sample business plan outline

6.0 TUTOR-MARKED ASSIGNMENT

Why Do You Need A Business Plan?

How should you structure your business plan?

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UNIT 10 CASH FLOW STATEMENT (BUDGET)

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Cash Flow Statement (Budget)

3.2 Completing Your Cash Flow Statement

3.3 Sources of Information

3.4 Actual Performance Statements

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In the previous unit, we were able to discuss the Sample (d) of a business plan outline - personal details, Personal bank name, Business information, Business status, Equipment list, Working capital list, Product and services, Asset list, Competition analysis, Management plan, Loan information, and SWOT analysis. This unit will present the Cash Flow Statement (Budget), Completing Your Cash Flow Statement, Sources of Information and Actual Performance Statements

2.0 OBJECTIVES

In the unit, we shall discuss;

- Cash Flow Statement (Budget)
- Completing Your Cash Flow Statement

- Sources of Information
- Actual Performance Statements

3.0 Main Content

3.1 Cash Flow Statement (Budget)

Cash flow statements are the documents that project what your business plan means in terms of Naira. They show cash inflow and outflow over a period of time and are used for internal planning. If you have been in business for some time, worksheets can be put together from the actual figures of income and expenses of previous years combined with projected changes for the next period. If you are starting a new business, you will have to project your financial needs and disbursements. Your profit at the end of the year will depend on the proper balance between cash inflow and outflow. The cash flow statement identifies

When cash is expected to be received?

How much cash will be received?

When cash must be spent to pay bills and debts?

How much cash will be needed to pay expenses?

It also allows the manager to identify the source of necessary cash, i.e., will it come from sales and services rendered or must it be borrowed? Be sure that your projections take into account receivables and how long it will take your customer to pay. The cash flow statement deals only with actual cash transactions and not with depreciation and amortization of goodwill or other noncash expense items.

A cash flow statement can be prepared for any period of time. It is recommended that you match the fiscal year of your business. It should be prepared on a monthly basis for the next year and revised not less than quarterly to reflect actual performance in the preceding three months of operations.

In preparing your cash flow statement, it might be useful to compile several individual budgets. They could be as follows:

1. Cost of sales budget.
2. Fixed expenses budget.
3. Variable expenses budget.

Two worksheets can be used in developing a cash flow statement:

Sources of cash worksheet -- Contains all the financing sources for the business.

Cash to be paid out worksheet -- Identifies how much cash is expected to be spent to pay expenses and obligations.

Note: Projections in the two worksheets must be made for the same time period (monthly, quarterly or annually).

Once you have completed the two worksheets, you are ready to transfer the information into your cash flow statement. You will need to think your way through each month, projecting what amount from each category of the worksheets will be appropriate to what month. For example, if your total sales

amount to 5100,000, you will have to project the individual amounts that will probably occur in each month.

Sources of Cash Worksheet

(Cash Flowing Into Your Business)

Cash on Hand	_____
Sales- Revenues	_____
Sales	_____
Service Income	_____
Deposits on sales or services	_____
Collections on accounts receivable	_____
 Miscellaneous income	
Interest income	_____
Sale of long-term assets	_____
Liabilities	
Loans (banks, finance companies, MFB, etc)	_____
 Equity	
Owner investments (sole proprietor or partnership)	_____
Contributed capital (corporation)	_____
Venture capital	_____

Total Cash Available

Cash to Be Paid Out Worksheet

(Cash Flowing Out of Your Business)

Start-up costs	
Business license (annual expense)	_____
Stamp duty filing fee (one time cost)	_____
Other start-up costs	_____
_____	_____
Inventory purchases	_____
Cash out for items for resale or services	_____
Variable expenses (controllable)	_____
Advertising	_____
Freight	_____
Packaging costs	_____
Pans and supplies	_____
Sales salaries	_____
Misc. direct expenses	_____
 Total direct expenses	_____
 Fixed expenses (overhead)	
Insurance	_____

Licenses & permits _____
 Office salaries _____
 Utilities _____
 Misc. indirect expenses _____
 Total indirect expenses _____

Assets (long-term purchases)
 Cash to be paid in current period _____
 Owner equity
 Cash to be withdrawn by owner _____
 Total cash to be paid out _____

3.2 Completing Your Cash Flow Statement

The vertical columns of a cash flow statement represent the twelve months, preceded by a total column. Horizontal rows on the statement contain figures for the sources of cash and cash to be paid out copied from the two previous worksheets and from individual budgets.

The figures are projected for each month, reflecting the flow of cash in and out of your business for a one-year period. Begin with the first month of the business cycle and proceed as follows:

1. Project the beginning cash balance. Enter under the first month of the business cycle.
2. Project the cash receipts for the first month.
3. Add beginning cash balance and cash receipts to determine total cash available.
4. Project the direct, indirect and interest expenses for the first month.
5. Project monies due on taxes, long-term assets and loan repayments. Also project any amounts to be drawn by owners.
6. Total all expenses and draws. This is total cash paid out.
7. Subtract total cash paid out from total cash available. Enter the result under cash balance/deficiency. If the result is negative, be sure to bracket this figure.
8. Project loans to be received and equity deposits to be made. Add to cash balance/ deficiency to get ending cash balance.
9. Carry forward the ending cash balance for January as February's beginning cash balance.
10. Repeat the process through the last month of the business cycle.

To complete the total column, proceed as follows:

1. Enter the beginning cash balance for the first month in the first space of the total column.
2. Add the monthly figures for each category horizontally and enter the result in the corresponding total category.
3. Compute the total column in the same manner as each of the individual months. If you have been accurate in your computations, the December ending cash balance will be exactly the same as the total ending cash balance.

Note: If your business is new, you will have to base your projections solely on market research and industry trends. If you have an established business, you will also use your financial statements from the previous tax years.

A quarterly budget analysis should be used as a record to compare your cash flow statement (or budget)

with your business's actual performance. Its purpose is to let you know whether or not you are operating within your projections and to help you maintain control of all phases of your business operations. If your analysis shows that you have gone over budget in some areas you will have to compensate by adjusting your cash flow statement with future cuts in those or other areas. If properly used, a cash flow statement can prove to be an invaluable tool to help you reach your financial goals.

Your cash flow statement can be compiled on a month-by-month basis and then compared with actual monthly performance. Prepared in this manner, your statement can provide an annual projection for your next fiscal year.

Three-year Income Projection

The three-year income projection is a pro forma income statement (profit and loss statement for more information, see Income Statement). The difference is that the three-year projection only includes income and deductible expenses while the cash flow statement includes all sources of cash and cash to be paid out.

There are various opinions as to what period of time should be covered in estimating income and expenses, i.e., whether it should be on an annual or monthly basis. If this income projection is for the purpose of obtaining a loan, talk to the lender about his or her specific requirements. If the projections are for your own use, a three-year projection is suggested with annual rather than monthly projections.

3.3 Sources of Information

Information for a three-year income projection can be found in your cash flow statement, sales forecast and individual budgets, and your business and marketing analyses if you are new in business. Again, if you are an established business, you will also be able to use past financial statements to help determine future projections for your business. Be sure to take into account fluctuations anticipated in costs, efficiency of operation, changes in the market and any other factors. Increases and decreases in income and expenses are only realistic. These changes should be reflected in any projections. Remember, too, that industry trends can cause decreases in both income and expenses. An example of this might be the computer industry, where competition has increased greatly and standardization of components has caused a decrease in both the cost and the sales price of certain items.

Break-Even Analysis (BEA)

The break-even point is the point at which a company's expenses exactly match its sales or service volume. It is the point at which the business will neither make a profit nor incur a loss. The break-even point can be calculated in either mathematical or graph form. It can be expressed in total dollars or revenue exactly offset by total expenses or in total units of production (cost of which equals exactly the income derived by sales).

To apply a break-even analysis to a business operation, two types of expenses must first be projected: fixed costs and variable costs. Fixed costs do not vary with sales or output. Variable costs vary in direct proportion to the output. The greater the volume of sales, the higher the cost. For purposes of the break-even analysis, make sure to include cost of sales in your variable costs figure.

Sources of Information for a Break-even Analysis

All of your figures can be derived from your three-year projection. In fact, by now you should be able to see that each financial document in your business plan builds on the ones done previously. It should be a simple matter to retrieve the figures to plug into the following formula.

Mathematically

An example of calculating the break-even point using a mathematical formula is shown below.

Formula:

$$\text{B-E point sales (at break-even point)} = \text{fixed costs} \div [1 - \text{variable costs expressed as \% of total sales}]$$

Terms used:

B-E point sales = volume of sales at break-even point
 Fixed costs = fixed expenses, depreciation, interest
 Variable costs = cost of sales and variable expenses

Sales revenues = income from sales of goods/services over a specified period

Values used: B-E point sales (N) = ?

Fixed costs = 525,000

Variable costs = N45,000

Sales revenues = N90,000

Composition:

$$S \text{ (at break-even point)} = \frac{525,000}{1 - (45,000/90,000)}$$

$$S = \frac{525,000}{(1-0.50)}$$

$$S = \frac{525,000}{(.50)}$$

$$.50S = 525,000$$

S = N50,000 (break-even point in terms of revenue exactly offset by total expenses)

Graphically

A firm's sales at break-even point can be plotted as in the following break-even analysis graph.

Using the same figures as in the above formula, draw three lines in the graph: horizontal line at point representing Fixed costs (25); total expenses (TC = FC + VC) line from left end of fixed cost line sloping upward to point where total (fixed plus variable) costs on vertical scale (7) meet total sales revenues on the horizontal scale (9); total revenues (sales) line from zero through a point describing total revenues (sales) on both scales (9).

The point on the graph where the total expenses line intersects the total sales revenues line is the break-even point. This business estimates that it will break even when sales volume reaches N50,000. The triangular area below that point represents company losses. The triangular area above and to the right of the point represents potential profit.

3.4 Actual Performance Statements

Actual performance statements are those financial statements reflecting the activity of your business

in the past. If you are a new business owner, you have no business history. Your financial section will end with the projected statements and a personal financial history. If you are an established business, you will include the following actual performance statements:

- Balance sheet
- Profit and loss (income) statement
- Business financial history or loan application

Balance Sheet

The balance sheet is a financial statement, usually prepared at the close of an accounting period that shows the financial position of the business as of a fixed date. It is a picture of your firm's financial condition at a particular moment. By regularly preparing this statement, you will be able to identify and analyze trends in the financial strength of your business and thus implement timely modifications.

Categories

All balance sheets must contain three categories -- assets, liabilities and net worth -- that have been established by a system known as generally accepted accounting principles. The three are related in that at any given time a business's assets equal the total contributions by its creditors and owners.

Assets = Anything your business owns that has monetary value.

Liabilities = Debts owed by the business to any of its creditors.

Net worth (capital) = An amount equal to the owner's equity.

The relationship between these terms is simply illustrated in the following accounting formula:

Assets = Liabilities + Net Worth

Examined as such, it becomes apparent that if a business possesses more assets than it owes to creditors, its net worth will be a positive value. Conversely, if a business owes more money to creditors than it possesses in assets, the net worth will be a negative value.

Format

The balance sheet also must follow an accepted format. By so doing, anyone reading the balance sheet can readily interpret it.

All assets are divided under three headings:

Current assets -- Assets that can be converted into cash within one year of the date on the balance sheet.

Long-term investments -- Stocks, bonds and special savings accounts to be kept for at least one year.

Fixed assets -- The resources a business owns and does not intend for resale (land, buildings, equipment, automobiles, etc.).

Liabilities are divided into Current and Long-term Liabilities:

Current liabilities -- Those obligations payable within one operating cycle.

Long-term liabilities -- Outstanding balance less current portion due (e.g., mortgage, vehicle).

Net worth is documented according to the legal structure of the business:

Proprietorship or Partnership -- Each owner's original investment plus earnings after withdrawals.

Corporation -- The sum of contributions by owners or stockholders plus earnings retained after paying dividends.

Company Name

As of _____, 20 _____

Assets

Current assets

Cash _____
Petty Cash _____
Accounts Receivable _____
Inventory _____
Fed. Income tax _____
Short-term Investments _____

Sales tax (SBE) _____

Prepaid expenses _____

Long-term investments _____

Fixed assets

Land _____

Buildings _____

Improvements _____

Equipment _____

Furniture _____

Automobiles/vehicles _____

(Name') equity _____

Other assets

Capital stock _____

1. _____

2. _____

3. _____

Liabilities

Current Liabilities

Accounts Payable _____

Notes Payable _____

Interest Payable _____

Taxes Payable _____

State income tax _____

Self-employment _____

Property tax _____

Payroll accrual _____

Long-term liabilities _____

Notes payable _____

Total liabilities _____

Net worth (Owner equity)

Proprietorship or Partnership _____

(name's) equity _____

Corporation

Surplus paid in _____

Retained earnings _____

Total net worth _____

Total liabilities Total assets _____ and net worth _____

(Total assets will always equal total liabilities and total net worth)

4.0 Conclusion

We were able to discuss Cash Flow Statement (Budget), Completing Your Cash Flow Statement, Sources of Information and Actual Performance Statements.

5.0 Summary

From this unit, we have discussed the following;

- Cash Flow Statement (Budget)
- Completing Your Cash Flow Statement
- Sources of Information
- Actual Performance Statements

6.0 Tutor-Marked Assignment

- Discuss the Cash Flow Statement (Budget)
- Critically discuss Completing Your Cash Flow Statement and Sources of Information
- Examine and discuss Actual Performance Statements

7.0 REFERENCES AND FURTHER READINGS

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UNIT 11 INCOME STATEMENTS

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Income Statement

3.2 Format Preparation of profit and loss Statement

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In the previous unit, we were able to discuss Cash Flow Statement (Budget), Completing Your Cash Flow Statement, Sources of Information and Actual Performance Statements. This unit will present the Income Statement and Format Preparation of profit and loss Statement.

2.0 OBJECTIVES

In the unit, we shall discuss;

- Income Statement and
- Format Preparation of profit and loss Statement

3.0 Main Content

3.1 Income Statement

The income (profit and loss) statement shows your business financial activity over a period of time, usually your tax year. In contrast to the balance sheet, which shows a picture of your business at a given moment, this statement can be likened to a moving picture, which shows what has happened in your business over a period of time. The income statement is an excellent tool for assessing your business. You will be able to pick out weaknesses in your operation and plan ways to run your business more effectively and thereby increase your profits. For example, you may find that some heavy advertising you did in March did not effectively increase your sales. In following years, you may decide to use your advertising funds more effectively by using them at a time of increased customer spending. Along the same vein, you might examine your income statement to see what months have the heaviest sales volume and plan your inventory accordingly. Comparison of the income statements from several years will give you an even better picture of the trends in your business. Do not underestimate the value of this particular tool when planning your tactics.

Development

The income statement shows where your money has come from and where it was spent over a specific period of time. It should be prepared not only at the end of the fiscal year, but at the close of each business month. It is one of the two principal financial statements prepared from the ledgers and records of a business. All profit and loss statements contain income and expense account balances. The remaining asset, liability and capital information provides the figures for the balance sheet.

At the end of each month, the accounts in the general ledger are balanced and closed. Balances from the revenue accounts and the expense accounts must be transferred to your profit and loss statement.

Format

A profit and loss statement must also follow an accepted format and contain the following categories:

Income Net sales (gross sales returns and allowances). Cost of goods sold (see IRS Form 1040, Schedule C for computation). Gross profit (net sales cost of goods sold).

Expenses Selling expenses (direct, controllable, variable). Administrative expenses (indirect, fixed, office overhead).

Total expenses

Income from operations (gross profit total expenses) Other income (interest income)

Other expenses (interest expense)

Net profit (loss) before income taxes Income taxes (federal, state, self-employment) Net profit (loss) after income taxes

Two sample income statements are shown for your use. The first is divided into 12 months. Fill it in monthly after balancing your ledgers. At the end of the year, this form will provide an accurate picture of your financial activity. The second form can be used for your monthly and annual profit and loss statements.

3.2 Format Preparation of profit and loss Statement

INCOME STATEMENT (Also known as Profit and Loss Statement)

For the year _____

INCOME

- 1. Net Sales -----
- 2. Cost of Sales -----
- 3. Gross profit (1 minus 2) -----

EXPENSES

- 1. Variable exp. (controllable)
 - a. Advertising -----
 - b. Freight -----
 - c. Packaging costs -----
 - d. Parts & supplies -----
 - e. Sales salaries -----
 - f. Misc. direct expenses -----
 - g. Legal fees -----

- 2. Fixed expenses (overhead)
 - a. Insurance
 - b. Licenses & permits
 - c. Office salaries
 - d. Rent
 - e. Utilities
 - f. Misc. indirect expenses
- Total Expenses

Income from Operations (Gross Sales Minus Expenses)

- Other Incomes (Interest) _____
- Other Expenses (Interest) _____
- Income before Taxes
- Income Taxes
- Net Income

INCOME STATEMENT

For the period beginning _____ and ending _____

Income

- 1. Net Sales (Gross>Returns @ Allowance) _____

2. Cost of Sales
 - a. Inventory (J an. 1) _____
 - b. Purchases _____
 - c. Cost of goods available for sale [(a)+(b)] _____
 - d. Deduct inventory (Dec.31) _____

3. Gross profit on sales _____

Expenses

1. Variable expenses (control-label) (selling)
 - a. Advertising _____
 - b. Freight _____
 - c. Packaging costs _____
 - d. Parts & supplies _____
 - e. Sales salaries _____
 - f. Misc. direct expenses _____

2. Fixed expenses (overhead) (administrative)
 - a. Insurance _____
 - b. Licenses & permits _____
 - c. Office salaries _____
 - d. Rent expense _____
 - e. Utilities _____
 - f. Misc. indirect expenses _____

Total expenses _____
 Income from operations (gross profit less expenses) _____
 Other income _____

1. Interest income _____
- Other expenses _____

1. Interest expenses _____

Net profit (loss) before taxes _____
 Income taxes _____
 Net profit (loss) after income taxes _____

4.0 Conclusion

We were able to discuss the Income Statement and Format Preparation of profit and loss Statement with guide to an individual who do not have basics knowledge in accounting and book keeping this will help in preparing financial statement.

5.0 Summary

From this unit, we have discussed the following;

- Income Statement and
- Format Preparation of profit and loss Statement

6.0 Tutor-Marked Assignment

Critically discuss Income Statement and Format Preparation of profit and loss Statement

7.0 REFERENCES AND FURTHER READINGS

Taiwo O.A., Okafor, I.P and **Lawal, K.A.A PhD** (2017) *Entrepreneurship A Global Perspective*, Uzopietro Publishing, Imo State Pp. 1-29

UNIT 12 BUSINESS FINANCIAL HISTORY

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Business Financial History

3.2 Information Needed and Sources

3.3 Summary of the financial documents

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In the previous unit, we were able to discuss the Income Statement and Format Preparation of profit and loss Statement. This unit will present the Business Financial History, Information needed and Sources and Summary of the financial documents

2.0 OBJECTIVES

In the unit, we shall discuss;

- Business Financial History,
- Information needed and Sources and
- Summary of the financial documents

3.0 Main Content

3.1 Business Financial History

The financial history is the last of the financial statements required in your business plan. It is a summary of financial information about your company from its start to the present.

If you are a new business, you will have only projections for your business. If you are applying for a loan, the lender will require a personal balance sheet. This will be of benefit in that it will show the lender the manner in which you have conducted your personal business and be an indication as to the probability of succeeding in your new business.

If you are using your business plan to apply for a loan, your business financial history and the loan application are the same. This document should be completed last, but placed first in the financial section of your plan. When you indicate that you are interested in obtaining a business loan, the institution considering the loan will supply you with an application. The format may vary slightly. When you receive your loan application, be sure to review it and think about how you are going to answer each item. Answer all questions and, by all means, be certain that your information is accurate and that it can be verified if the need should arise.

3.2 Information Needed and Sources

As you complete your business financial history or loan application, it should become immediately evident why this is the last financial document to be completed. All of the information needed will have been compiled in earlier parts of your plan and in the completed financials. To help you with your financial history, the following is a list of information usually included and the source you will refer to for that information:

Assets, liabilities and net worth -- You should be able to recognize these three as balance sheet terms. Go back to your balance sheet and bring these figures forward.

Contingent liabilities -- These are debts you may come to owe in the future (e.g., default on cosigned note or settlement of a pending lawsuit).

Inventory details -- Information about inventory is derived from your inventory record. Also, the business section should have a summary of your current policies and methods of evaluation.

Income statement -- This is revenue and expense information. Depending on the period of time to be covered, you will transfer the information from your most recent annual profit and loss statement or from a compilation of several if required by the lender.

Real estate holdings, stocks and bonds -- Refer back to the business portion of your plan. You may also have to go through your investment records for more comprehensive information.

Sole proprietorship, partnership or corporation information -- There are generally three separate schedules on the financial history one for each form of legal structure. You will be required to fill out the one that is appropriate to yours. In the business section, you will have covered two areas that will serve as the source of this information -- legal structure and management. Your supporting documents

may also contain some of the information that you will need.

Audit information -- Refer back to your business section under record keeping. You may also be asked questions about other prospective lenders, whether you are seeking credit, who audits your books and when they were last audited.

Insurance coverage -- You will be asked to provide detailed information on the amounts of different types of coverage (i.e., merchandise, equipment, public liability, earthquake, automobile, etc.). Your business section contains coverage information that can be brought forth to the financial history.

3.3 Summary of the financial documents

The financial documents covered in this section will probably be sufficient for both your own use and that of potential lenders. Some lenders may not require all documents and other lenders may require additional documents. The important thing to note in compiling any financial statements is that the information must be correct and that you must have records to support your figures.

Remember, you can use the information in your business plan not only to aid you in dealing with a lender, but also to assist you on an on-going basis. If you have done your homework, the financial documents you have prepared will be invaluable to you in the assessment of your operation and may very well be the determining factor in whether or not you succeed in your business.

SUPPORTING DOCUMENTS

Now that you have completed the main body of your business plan, you will need to include a separate section for any additional records that should be included to support your plan. Supporting documents are the records that back up the statements and decisions made in the three main parts of your plan. As you are compiling the first three sections, it is a good idea to keep a separate list of the supporting documents that you mention or that come to mind. For instance, discussion of your business location might indicate a need for demographic studies, location maps, area studies, leases, etc. If you are considering applying for a loan to purchase equipment, your supporting documents might be existing equipment purchase agreements or lease contracts.

4.0 Conclusion

We were able to discuss the business financial history this guide new start up investor to By listing these items as you think of them, you will have a fairly complete list of all of your supporting documents by the time you reach this part of your task. You will be ready to sort them into a logical sequence and add any new ones that come to mind with model and need for achievement with both the criticism and observations.

5.0 Summary

From this unit, we have discussed the following;

- Business Financial History,
- Information needed and Sources and
- Summary of the financial documents

6.0 Tutor-Marked Assignment

- Critically discuss Information needed and Sources
- Examine and discuss Business Financial History,

7.0 REFERENCES AND FURTHER READINGS

Taiwo O.A., Okafor, I.P and **Lawal, K.A.A PhD** (2017) *Entrepreneurship A Global Perspective*, Uzopietro Publishing, Imo State Pp. 1-29

UNIT 13 ISSUES ON ACCESS TO FINANCES BUSINESS EXPANSION

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Issues on business expansion

3.2 The Seven Deadly Sins Of Being Small

3.3 Where Do We Go Next?

3.4 Why Firms Seek Financial Accommodation?

3.5 The Possible Solution?

3.6 How Do We Get There?

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In the previous unit, we were able to discuss Business Financial History, Information needed and Sources and Summary of the financial documents. This unit will present the Issues On Business Expansion, The Seven Deadly Sins Of Being Small, Where Do We Go Next?, Why Firms Seek Financial Accommodation?, The Possible Solution? And How Do We Get There? This will assist our operations both positively or negatively.

2.0 OBJECTIVES

In the unit, we shall discuss;

- Issues On Business Expansion
- The Seven Deadly Sins Of Being Small
- Where Do We Go Next?
- Why Firms Seek Financial Accommodation?
- The Possible Solution?
- How Do We Get There?

3.0 Main Content

3.1 Issues on Access to Finance and Business Expansion

ACCESS TO FINANCE

Around the world, small firms in comparison to large and well established firms face difficulties in obtaining financial accommodation for their specific business requirements.

WHY?

- A series of deficiencies plague the small firms
The seven Deadly Sins of being small

3.2 The seven Deadly Sins of being small

The seven deadly sins of being small will be iterate this are:

- i. Creditworthiness**
- ii. Paucity of Information**
 - i. Loan Prioritization**
 - ii. Cost of accommodation**
 - iii. Avoidance of risks**
 - iv. Business Culture of Banks**
 - v. Business Culture of the borrower**

1. Creditworthiness

Not in the same league as large firms

- Viable business plans
- Payback periods
- Adequate rates of return
- Guarantors
- Collateral, e.t.c

2. Paucity of Information

Creates credibility problems among financiers

- Short or no history of the firm
- Inadequate data on business performance
- Absence of a plausible track record
- Difficulty in collecting information
- Difficulty in evaluating future potential

The end result

The well documented path of financial institutions in coping with this situation is to avoid the problem by not lending to them assuming that small enterprises are small and risky.

3. Loan Prioritization

In times of tight monetary situations, financial institutions (FIs) tend to prioritize their allocations to:

- Firms with closer relations
- Gilt edged companies
- Well established firms with tracked records
- Short term accommodation loan seekers

4. Cost of accommodation

Small or big, costs remain practically the same

- No difference time wise in evaluation of a loan request
- There is the issue of return on professional time spent
- Costs sometimes are higher in evaluating a small firm due to excessive care and time spent on research.

5. Avoidance of risks

Loan Officers have a tendency to avoid risks because:

- Their career depends in successful loan portfolio with good payback record
- Their promotion depends in success
- The adage “ the known devil is better than the unknown “ applies

6. Business Culture of Banks

The mission is to make profits and

- Will not deviate from established business practices
- Will always prefer safety and caution
- Will look for the highest return
- Will build contacts with winners

7. Business Culture of the borrower

Dilution of Business ethics

- Absence of proper records
- Superficial business plans

- Not using the loan for the purpose
- Lack of monitoring and control
- Delay in payments
- Assumption that banks are there to lend
- Tendency to default
- Absence of collateral
- Weak Management

3.3 WHERE DO WE GO NEXT?

The Liquidity Trap

- ❖ In most instances finance isn't the cause of it
- ❖ Therefore banks alone cannot satisfy the (financial) needs of small business
- ❖ Common strategy is to pressurize banks to lend
- ❖ Such strategies do not really address the issue

The problem of small business alone is not financial needs but a composition of both financial and non-financial needs that is wrongly flagged as only a case of access to finance

SEVEN DEADLY SINS BEYOND FINANCE

Many a time there is adequacy of finance but liquidity is affected due to:

1. Poor return on capital
2. Low productivity due to wrong combinations of factors of production
3. Low profit due to wrong product pricing
4. High cost of production due to inefficient factor costs
5. High wastage of factors of production
6. Large stock in trade of raw materials and finished goods and work-in-progress
7. Poor quality

3.4 WHY FIRMS SEEK FINANCIAL ACCOMMODATION

Financial needs

- Pre-operational expenses
Examples are: Cost of preparing a feasibility study, purchase of land, construction or purchase/lease of building, acquisition of utilities such as water, electricity, telephones, road access, taxes, company flotation etc.
- Start-up expenses
Examples: procurement of machinery, office equipment and furniture, recruitment of staff, management and labor, training, other needs such as stationery, furnishings, kitchen/service equipment, security services etc.
- Operational expenses

Management- Salaries, Human resource management, fringe packages, staff training, consultancy, vehicles, insurance etc.

Labor- Wages, skills training, canteen facilities, uniforms, health facilities, incentives etc.

Production – Design, technology acquisition, product upgrades, raw materials, testing, quality control, product upgrades, machine maintenance, spare parts, research and development costs,

technology acquisition etc.

Marketing- Market research, sampling, promotion, product launches/campaigns, advertising, product catalogues, exhibits, display etc.

Sales- warehousing, distribution, sales outlets, product launches,

Others- Disaster relief, security insurance, depreciation, diversification, compensation etc.

The need for financial accommodation (short, medium and long) either for a single purpose or for a combination of a group of needs arises therefore on a continuous basis.

3.5 THE POSSIBLE SOLUTION

- When dealing with small business development, it is common to identify access to finance as a major problem.
- Research and experience have proved that in most cases it is non-financial causes that create additional needs for funds.

New thinking

- The new strategy is to look for a combination of devices to alleviate the financial pressures facing small firms so that:
 1. Their financial needs are reduced
 2. Their eligibility is increased through risk reduction
 3. They are made more attractive to lenders
 4. Their business is made more competent
 5. Their entry into business is made less costly

Expected Results

- Elimination to a great extent the quantum of finance needed
- Reducing the demand for fund accessibility
- Creation of increased internal generation of funds
- Making small firms more attractive to financial institutions

3.6 HOW DO WE GET THERE

Before an entrepreneur commences a business enterprise, there is a need to understand what factors create financial shortfalls and strains among start-up enterprises and those that are already established this will provide solution on problems identified and provide adequate measure to answer to issues.

4.0 Conclusion

We were able to discuss the Issues On Business Expansion, The Seven Deadly Sins Of Being Small, Where Do We Go Next?, Why Firms Seek Financial Accommodation?, The Possible Solution?, and How Do We Get There?

5.0 Summary

From this unit, we have discussed the following;

- Issues On Business Expansion
- The Seven Deadly Sins Of Being Small
- Where Do We Go Next?
- Why Firms Seek Financial Accommodation?
- The Possible Solution?
- How Do We Get There?

6.0 Tutor-Marked Assignment

- Discuss the Issues On Business Expansion
- Critically discuss The Seven Deadly Sins Of Being Small
- Where Do We Go Next?
- Why Firms Seek Financial Accommodation? And The Possible Solution?
- How Do We Get There?

7.0 REFERENCES AND FURTHER READINGS

Taiwo O.A., Okafor, I.P and Lawal, K.A.A PhD (2017) *Entrepreneurship A Global Perspective*, Uzopietro Publishing, Imo State Pp. 1-29

UNIT 14 EXPANDING AND DIVERSIFYING SMALL ENTERPRISE

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Expanding and diversifying small enterprise

3.2 The Need for Diversification

3.3 Techniques of Diversification

3.4 Expansion of production

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

In the previous unit, we were able to discuss issues On Business Expansion, the Seven Deadly Sins Of Being Small, where Do We Go Next, why Firms Seek Financial Accommodation, the Possible Solution, How Do We Get There?. This unit will present the expanding and diversifying small enterprise, The Need for Diversification, Techniques of Diversification and Expansion of production

2.0 OBJECTIVES

In the unit, we shall discuss;

- expanding and diversifying small enterprise
- The Need for Diversification
- Techniques of Diversification
- Expansion of production

3.0 Main Content

3.1 EXPANDING AND DIVERSIFYING SMALL ENTERPRISE

A small enterprise needs to keep the pace with the dynamic environment and stay continuously competitive. Hence it should always look for opportunities for expansion and diversification. Expansion means the increase in the same product line; while diversification implies creating different products from the same production base, such as, using waste products to produce complimentary goods etc. What is important to a small enterprise is the timeliness of the growth decision and once that decision is taken, how to go about it. An entrepreneur therefore, should pay attention to factors that indicate growth.

3.1.1 Growth indicating factors

- When market share is maintained or increased
- When customers show preferences to your product and sales increases
- When the net earnings of the enterprise increases
- When there is the possibility of increasing production without increasing the manufacturing facilities
- The presence of positive financial indicators such as, sales turnover, capital turnover ratio, return on investment, return on equity, reduced debt/equity ratio, net profit to sales ratio, gross profit sales ratio, etc.

3.1.2 Mechanics of Diversification

Diversification is a product of market oriented approach to growth. This means that an enterprise adds or develops a new product line to its existing products and penetrates the new markets.

Advantages

- i. It diminishes adverse effects of cyclical variations by broad basing the enterprise
- ii. Increases potential customers by adding a new line of products
- iii. It offsets effects of seasonal variation
- iv. Stimulates the business

Disadvantages

- i. It dilutes managerial authority
- ii. It may break up the original work group
- iii. The existing products may lose its premier place
- iv. It may create problems in areas such as cash flow, manpower, production and sales.

3.2 The Need for Diversification

The desire to diversify depends on both external and internal factors which directly affect the operation of the company.

3.2.1 External Factors

- a) Competition: Intense competition may negatively affect the market of the present product and therefore the need to look for a new product (diversified) to stay in business.
- b) Technology breakthrough: Due to new technology, the product may become obsolescent early in its product life cycle.
- c) Restrictions: Government legal restrictions, for instance, avoidance of environmental pollution.
- d) Market retention: The need to remain in growth markets.
- e) Trends: Change in trends and fashions for instance, garment industry which is always geared to current fashion trends.
- f) Risk spreading: Spreading the risk by having more than one product.

3.2.2 Internal Factors

- a. Competition : Original product losing out to substitute products
- b. Product expansion: Recycling or utilizing by products and waste materials in order to maximize production output.
- c. Existence of product gaps: A company realizes that a gap exist in the current production range and takes steps to fill it.
- d. Complementary products: Supportive products enhance productivity
- e. Maximization of opportunities: Maximizing production capacity, production affinity and marketing affinity.

3.3 Techniques of Diversification

1. Product Idea Generation

- a. Brainstorm and think tanks
- b. Ideas from customers and clients
- c. Picking up product ideas from trade expositions
- d. Concepts from scientific journals and magazines
- e. Generation through foreign trade visits
- f. Support from Chambers, Associations and Business Development Centers

2. Screening

The objectives of screening is to eliminate from further consideration, those product ideas that are inconsistent with company objectives

3. Business Analysis

This is performed through developing a product profile, carrying out pre-feasibility studies, and feasibility studies. The main purpose is to make the necessary rough estimates or projection on the future sales, profits and rate of return for the proposed new product.

4. Product Development

Once the idea sounds feasible it is handed over to R&D department and production department.

Steps in Product Development

- a) Engineering: Design of product and development of prototypes or models which are put through rigid tests on quality, safety and durability, etc.
- b) Consumer Preference Testing: This consists of opinion panels, paired comparisons, multiple choice, etc.
- c) Brand Naming: The objective is to build a unique brand that is acceptable to customers
- d) Packaging: The objective of proper packaging is to, protect the producer, facilitate ease of handling product economy, customer convenience, ease of transport, promotional value, etc.
- e) Commercialization: The final steps are to organize the necessary production requirements for commercial operations.

3.4 EXPANSION OF PRODUCTION

Expansion is a pattern of growth whereby an enterprise increases the production of its existing products or services to cater to widening demand and keep away competitors and substitutes.

Possible Advantages of Expansion

The advantages of the expansion process lies in the relative simplicity of work to be done compared to be done compared to diversification

- i. Unlike diversification which requires a through revision of its present production to set up to accommodate the new production, in the case of expansion of the range of activities are largely unchanged as they will be producing the same products at a bigger scale.
- ii. The production process will be the same.
- iii. The skilled employees will be involved in the same type of work.

Probable disadvantages of expansion

- i. The necessity (sometimes) to buy additional machinery that matches the existing machinery.
- ii. Blocking of additional finance, for extra raw materials, and retraining of employees.

3.5 Factors Influencing Expansion and Expansion Procedure

- i. Greater market demand in existing market
- ii. Moving into new market segments
- iii. Enlargement of a market

Expansion Procedure

- i. Identifying demand through market research
- ii. Analyzing the need based on market segments
- iii. Evaluating production alternatives using existing techniques, marketing channels, and personnel to minimize financial requirements
- iv. Evaluating management capability of key personnel and their time availability
- v. Evaluating resources at hand, e.g., access to additional raw materials locally

- vi. Availability of finance—how do you finance the expansion?
- vii. Marketing facilities—sales techniques may have to be changed as some sales techniques may be successful in one market but not necessarily in another market segment.

4.0 Conclusion

The proper way of doing this is to put the plan in writing, showing details of every aspect pertaining to the management, technical, marketing and financial aspects of the plan. Itemizing raw material resources, manpower needs, proper mix of man and machines required for increased production.

5.0 Summary

From this unit, we have discussed the following;

- expanding and diversifying small enterprise
- The Need for Diversification
- Techniques of Diversification
- Expansion of production

6.0 Tutor-Marked Assignment

- **Discuss the** expanding and diversifying small enterprise and Expansion of production
- Enumerate The Need for Diversification and Techniques of Diversification

7.0 REFERENCES AND FURTHER READINGS

Lawal, K, A., and Taiwo, A O, (2016) Effective Entrepreneurship Skills in Reducing poverty through Coop Small Business Innovation in Lagos Metropolis, *International Journal of Entrepreneurship Innovation & Management (IJEIM)*. KWASU, Vol.1 No.1

Taiwo O.A., Okafor, I.P and **Lawal, K.A.A PhD** (2017) *Entrepreneurship A Global Perspective*, Uzopietro Publishing, Imo State Pp. 1-294 ISBN978-27104-7-18.

**UNIT 15 PRACTICAL GUIDES TO DESIGNING, IMPLEMENTING AND EVALUATING
ENTREPRENEURSHIP DEVELOPMENT TRAINING PROGRAMME**

CONTENTS

1.0 Introduction

2.0 Objectives

3.0 Main Content

3.1 Entrepreneurship development training programme

3.2 Training Needs Analysis (TNA)/ Identification

3.3 Training Objectives

4.0 Conclusions

5.0 Summary

6.0 Tutor-marked Assignment

7.0 Reference/Further Reading

1.0 INTRODUCTION

Entrepreneurship Development Training (EDT) is a specialized training program. But there is no single accepted model of training applicable in all the settings. Thus, much depends on the trainer who conceives plans and implements it to effect a lasting change in the entrepreneurial motivation and competence of participants. Within the resources and constraints, particularly in developing countries, it is perhaps more important to make optimum use of the scarce resources.

2.0 OBJECTIVES

In the unit, we shall discuss;

- Entrepreneurship development training programme
- Training Needs Analysis (TNA)/ Identification
- Training Objectives

3.0 Main Content

3.1 A PRACTICAL GUIDE TO DESIGNING, IMPLEMENTING AND EVALUATING ENTREPRENEURSHIP DEVELOPMENT TRAINING PROGRAMME

In the area of EDT, there are limited, experienced, qualified and business oriented trainers. Hence the need to develop a practical guide for use especially by those who are involved in EDT but are not qualified as trainers. The design of a complete frame of EDT is carried out in three major headings: Developing a curriculum plan for EDT and evaluating EDT.

DESIGNING EDT

The following steps are involved in EDT design: identification of the target group, training need analysis/identification, formulating training objectives, deciding on duration, developing the training content, selecting training methods, deciding on materials required, agreement on course schedule and training budget.

Identification of Target Group

Understanding the target group is very essential regarding any aspect of EDT. EDT's are conducted in developing countries for different categories of entrepreneurs such as educated youths, unemployed youths, aspiring entrepreneurs, students in vocational education colleges, universities existing entrepreneurs, artisans, women, etc.

This helps to build up a profile of the participants on the basis of which the trainer aims specifically to relate other aspects of EDT with the group.

3.2 Training Needs Analysis (TNA)/ Identification

The trainer needs to identify those areas of training, which could ultimately prove to be use and importance to the participants. The trainer may find out the gap between 'what is' and 'what ought to be' to ascertain the training needs. There are different approaches to analyse the training needs of the participants. A simple way may be to examine the entry and exit behaviour of the participants.

The entry behaviour indicates the level of participant's awareness, understanding, perceived needs, knowledge and skill, level of motivation, business and technical competence, risk-taking, goal setting, planning, decision making or creativity and the general over-all mental make-up of the group.

Micro-lab technique may be helpful to some extent in finding out the entry behaviour of the participants. In this case, the trainer is required to have keen observation of the participants. This method of identifying entry behaviour could be a crucial very factor because it is difficult to quantify behaviour. Sometimes in addition to TNA data, the trainer may devote some time in exploring different aspects before beginning the EDT.

The exit behaviour indicates the desired behaviour which the trainer expects the participants to acquire after the completion of the training. Examples are: raising the level of knowledge in certain areas, helping the participants to understand and use certain concepts, and developing certain skills may form the exit behaviour set for the participants by the trainer.

The gap between the entry behaviour- where the participants are- and the exit behaviour – where the participants ought to be would clearly indicate areas of training needs for the participants.

3.3 Training Objectives

These are statements about the goals that the trainer aims to attain during the program.

This helps the trainer to understand:

- Where to go;
- What it is aimed at;
- What the trainees will be able to do after the program;
- Yard-stick with which to evaluate the program;
- Basis for selecting appropriate contents, methods, material, etc.

Objective can be broadly classified into two i.e. overall and specific. The overall objective provides the direction in which the trainer is to aim. For example, in EDT, the broad objective may be:

- To help the participants to improve their achievements related motivation and other entrepreneurial qualities; or
- To help them to explore and experiment with new entrepreneurial behaviour and to acquire a positive self-image; or
- To provide them with opportunities to discover themselves in relation to entrepreneurial activities; or
- To make them aware about the motivational dynamics conducive to entrepreneurial activities; or
- To help them to minimize the gap between their real and ideal selves.

In EDT, specific objectives may be formulated in areas such as:

- Achievement syndrome ;
- Risk taking;
- Personal efficiency;
- Goal setting;
- Coping strategy
- Problem solving
- Creativity;
- Marketing ability;
- Accounts keeping;
- Managing quality etc.

In formulating training objective, the following attributes of training objective should be taken into consideration:

- *It is trainee centered-* It is concerned with what the trainees will do rather than what the trainer will do'

- *It is concerned with the end rather than the means-* It pertains to what the trainees will be able to do at the end of the training period rather than how to go about attaining the result.
- *It sets a criterion of expectable performance-* This refers to the criterion of the minimum expectable performance against which the training goal is to be tested.

4.0 Conclusion

Entrepreneurship Development Training (EDT) is a specialized training program that enhance determinant for successful innovators and the training content cannot be formulated in isolation of the specific objectives. TNA results also provide very useful information for training content development.

5.0 Summary

From this unit, we have discussed the following;

- Entrepreneurship development training programme
- Training Needs Analysis (TNA)/ Identification
- Training Objectives

6.0 Tutor-Marked Assignment

- Discuss the Entrepreneurship development training programme
- Briefly explain Training Needs Analysis (TNA)/ Identification
- What are the Training Objectives

7.0 REFERENCES AND FURTHER READINGS

Lawal, K, A., and Taiwo, A O, (2016) Effective Entrepreneurship Skills in Reducing poverty through Coop Small Business Innovation in Lagos Metropolis, *International Journal of Entrepreneurship Innovation & Management (IJEIM)*. KWASU, Vol.1 No.1

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ENT706 START UP FUNDING SEMINAR GUIDE
ENT706: START UP FUNDING – 2 CREDIT UNITS

Start-up funding are designed to prepares students/learners to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship with sources of funding, including, but not limited to, venture capital. Students/learners interact with founders, producers, innovators, manufacturers, venture capitalist and other professionals throughout the semester and prepare and submit Business Feasibility Study and Business Plan. The students/leaners only get a chance to experience a visual ways and techniques from whom they choose as their advisors/mentors

that helps in motivating them to be efficient enough to achieve their career goals. Experience sharing by business actors in the economy with students/learners during case presentations.

Objectives

- Develop a broad range to optimize the use of outside advisors/mentors to coach or mentors and negotiate effective long-time relationship.
- To identify work skills and attributes that are particularly valuable ways and techniques to sources of funding
- Understanding entrepreneurial practices and key issues of business environment
- To identify start-up pains and gains of growth of businesses

Duration

Start-up funding is a semester programme and divided into two part the first part is an interactive and invitation with founders, producers, innovators, manufacturers, venture capitalist and other professionals throughout the semester and prepare and submit **Business Feasibility Study and Business Plan** and facilitated by study Centre Directors 50% while the second part is written examination 50% once in a semester.

Eligibility

- All 700 level undergraduate students of Post graduate Diploma
following applies for ENT706

The

Students are to interact and invite any founders, producers, innovators, manufacturers, venture capitalist and other professionals in collaboration and recommendation with study Centre Directors or Head of Department once in a semester

- The mode, time and duration of the presentation will be communicated to students by the study centre. Facilitators or a representative of the Department of Entrepreneurial Studies may also be present for the assessments of student's presentation.
- Students can be grouped into a maximum of 10 to work on the report or individual, but the role of each student must be well spelt out in the report. Presentation of reports and results should be forwarded 1 month before the semester's examination.
- Student shall spend 10 minutes for presentation and 10 minutes for questions and answers. After completion of the exercise, students are to send in a soft copy of their report via email to their

respective geopolitical zone. Contact person and email addresses for each geopolitical zone are as follows.

Name	Geo-political Zone	Email
Dr. Ibrahim Muhammed Gadafi with any facilitators approved by the department	South East	
Dr. Timothy Ishola with any facilitators approved by the department	South South	
Dr. Lawal Kamaldeen with any facilitators approved by the department	South West	
Dr. Ibrahim Muhammed Gadafi with any facilitators approved by the department	North East	
Dr. Timothy Ishola with any facilitators approved by the department	North Central	
Dr. Lawal Kamaldeen with any facilitators approved by the department	North West	

SCORE GUIDE

Attendance	5%
Report	20%
Presentation	10%
Participation	10%
Appearance	5%
Total	50%