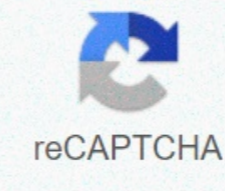




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## Sample agricultural co-operative business plan

As a project that outlines the future trajectory of a company, a business plan is indispensable for the weed entrepreneur. Models abound online, giving you a quick look inside a real or hypothetical business plan in your industry. Some examples of business plans distill key elements of the business plan, while others address each section individually. Some resources adapt your search to specified criteria, instead of flooding you with plans that may not be relevant to you. Small business organizations offer a centralized location to find a variety of plans. For a concise ride on the traditional business plan, the \$100 startup offers a one-page business plan based on the answers provided to a number of questions. The questions are divided into five sections: Overview, Kaching, Hustling, Success and Obstacles. In Kaching, questions include What will you charge?, while under Hustling, one question is: How will you encourage referrals? To address the financial data, the question under Success is: Will this project be successful when it reaches [X number of customers or some other metric]. In BusinessPlans.org, only a select number of controlled business plans make it on the website. It showcases the business plans of top contenders in the MOOT CORP competition at the University of Texas at Austin, organized into the Services, Internet Services, and Products categories. Click on any business plan to view business, commercial and marketing, management and financial details. An additional feature is the ability to sort plans into Best of the Best or Best Executive Summary, Best Business Concept, or Best Financial Tables. Designed to guide entrepreneurs through mentors, small business consultant SCORE offers business plan templates in a piecemeal format. Instead of presenting a catch-all model that covers each point in the plane, SCORE has a separate model for each component of a plane. Therefore, the financial component of the business plan would have a different model for startup expenses, expected balance sheet, loan amortization program, and balance analysis. Download the relevant worksheets and create the business plan from those building blocks. Acting as a link between entrepreneurs, angel investors and venture capital firms, vFinance offers a personalized business plan search on its website. Connect your industry, employment, revenue over the past 12 months, location, and other specifications, and the site generates a model for your needs. You have the option to download a more formal version of the template, professionally formatted for the serious investor, as well as publish your completed business plan to the site. This story originally appeared on Business on Main my first day as a newspaper editor in a small town, the publisher handed me a procedure book. He explained my deadlines, the he liked it and those he didn't want to see, how to deal with columnists, how to make the fax work, how to answer the phone, how to arrange the copy, and how to bring storyboards to the printer every Tuesday by midnight. I scanned it quickly, but I never consulted the book again because I was too busy just trying to make the paper every week. I made a lot of mistakes at the beginning of that work because I didn't pay attention to these carefully crafted processes in the first place. Does that sound familiar to you? Many small businesses operate at the speed of light, struggling with prospecting, helping customers, changing product mixes and prices, updating the website, managing employees, and paying bills. With social media, there are even more tasks to manage on a daily basis. But wait. And the big picture? Write the book on operations Most growing companies will benefit from developing a usable operating plan. It is a document, frequently updated, that describes in detail the objectives, strategies and processes of the company. Another way to think about an operational plan: it's how to book to achieve business goals. Most smaller companies don't have one and that's a mistake, says Jud Barr, owner of JTB Sales and Operations Consulting, in San Francisco. There are many large companies with big ideas, but as they come out on the market and gain traction and sales start to accelerate, operations don't keep up, says Barr, whose company works with small and medium-sized special consumer products companies. So the company has cash flow issues, customer satisfaction issues, product delivery is lagging or the quality is bad. An operational plan may cover strategy and processes for technology, people, capital/finance, sales and marketing and, where appropriate, supply chains, logistics and research and development. At the very least, a company should document all support processes, such as human resources, payroll, and accounting, to protect a company in the event of a change or acquisition of leadership, says John Wilkerson, vice president of Bellwether Services, an Atlanta-based management consulting firm. Someone needs to know how to handle everything. When you need a plan and how to get started Once you exceed \$5 million in sales, you need to start thinking about what the company looks like when it's \$20 million, says Barr, whose company helps customers optimize sales, implement customer relationship management (CRM) and enterprise resource planning (ERP) systems, and optimize production and logistics processes. JTB Consulting begins a commitment a detailed assessment of customer processes, from development to marketing to customer relationships. This exercise allows you to highlight any failures in the chain and produce an action plan. Part of this work involves using Microsoft Visio to develop visual maps, which combine the different tasks in a and show how they contribute (or don't contribute) to the company's overall value stream, Barr says. Barr describes the experiences of a customer, a small handbag company based in San Francisco. JTB Consulting has developed a sales operations planning process where managers sit each month to review sales, while creating a forward-looking 12-month rotation plan to help guide the production process, which was previously disconnected from sales. The sales and marketing team now spends time each week relaxing with production colleagues -- a bonding business that also helps employees see what's going on in product development. These changes are helping the company operate towards common goals, rather than silos. Bellwether Services approaches its operational planning using a three-step process that analyzes the current state of the company, the future status, and the initiatives it will take later, Wilkerson says. For each initiative, such as launching a new policy area, the company will examine its financial, talented and operational needs, as well as target customers. Finally, executives map the cost of development and then calculate return on investment and revenue forecasts. Instead of documenting daily jobs, such as accounting and payroll, Bellwether works for a higher-level document. However, one company can choose to have two plans: one for daily operations and another for longer viewing. When so, Wilkerson recommends closely integrating the two floors. Not linking the two runs the risk that expenses will be very high, there will be too many firefights and you don't grow so fast or the company won't be sustainable in the long run, he says. Operations may seem like the ugly stepchild compared to the glamour of developing and marketing products or services. Yet operations are the lifeblood of any business. Operations are an exciting place and it's just as crucial as sales and research and development, Barr says. The market is moving too fast to do business as usual. Companies need to probe continuously and be prepared to change with the times.

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