Business Plan Template
Job Creation Social Enterprise

Enterprise ABC
Agency XYZ

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1. BUSINESS DESCRIPTION

1.1. Enterprise and agency overview

Brief description

History

Mission of the non-profit agency

Mission of the enterprise

Service to business customers

Service to target employees

Present objective

Financial status to date

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1.2. Description of product or service

Current state

Proposed direction

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1.3. Description of venture criteria

1.3.1. Social criteria (for a job creation social enterprise)

Barriers to employment for target population(s)	[Define the target population(s). What barrier(s) to employment will the target population have when they first enter? How important are each of the barriers to the social mission of the enterprise?]
Skills that target population(s) must be able to learn on the job	[What skills will the target employees learn on the job? What, if any, are the post-transitional employment goals?]
Required terms of employment	[How many target employees will be hired each year? How long will they stay? How much will they make? What benefits will they receive? What, if any, opportunities for promotion will exist?]
Required work conditions	[How many hours per week will target employees work? What time of day? Required drive time? Physical labor? Public interaction? Involves alcohol? etc]
Operational requirements	[Equipment skills, language skills, stress level of work, pace of work, etc]
Post-enterprise employment goals	[Job skills, placement, retention goals post-enterprise]
Other	

1.3.2. Business criteria

Start-up capital	[Maximum amount of start-up capital that agency itself is willing to invest; max amount of fundraising or external investment required]
Breakeven	[Maximum amount the agency can spend to cover the financial losses of the enterprise (per year); Maximum number of years until the enterprise is self supporting (if that is a goal)]
Income for the non-profit	[Minimum amount of the enterprise must contribute to the non-profit agency once it is self supporting; whether the enterprise is expected to cover its social costs]
Customers	[Requirements for types of customers, including geographic location, connection to agency, etc]
Other	

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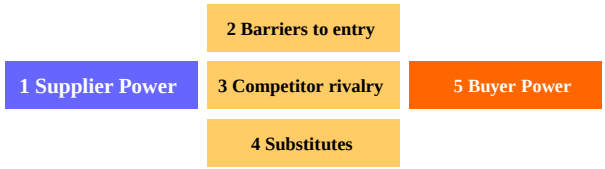
2. MARKET ANALYSIS

2.1. Industry analysis

Note: This may need to be repeated for each product or service if in different industries

Industry analysis We analyse the industry using Porter's five forces:



2.1.1. Supplier power

Who are they? Supplier power is high when:

- Suppliers are able to achieve forward integration (they can do your business)
- There is no threat of substitute products
- Changing suppliers involves high switching costs

Flexibility in selecting suppliers Supplier power is high when industry is controlled by a small number of companies, there are few alternatives to the suppliers and/or changing suppliers is costly or difficult

Trends Are suppliers forward integrating into your work? Do they threaten your market?

Summary

2.1.2. Barriers to entry

Barriers to entry include:

- High investment costs for start up
- Long set-up time
- Substantial expertise is required
- Lack of available suppliers
- Market saturation
- Changing technology
- Restrictive regulations
- Lack of high-quality personnel
- Customer resistance to trying new companies
- Patents and trademarks

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2.1.3. Competitive rivalry

Size and growth

Rivalry is intense when industry growth is slow (size and growth of industry)

Overview of competition

Rivalry is intense when there are many competitors and/or product or service is poorly differentiated, or diversity of competitors is high. Describe categories of competitors and discuss how they can be addressed.

Industry capacity

Rivalry is intense when excess capacity exists

2.1.4. Substitutes

Overview

Substitutes pose a threat when:

- Many similar or substitute products exist
- Switching is easy for users
- Value of product does not justify price when lower priced alternatives exist

2.1.5. Buyer power

Overview

Buyer power is a threat when:

- There are few customers
- Buyers are well informed about competitors products or services and these are readily available
- Switching costs are low
- Customers can provide the services themselves
- Competition is on a cost basis
- Many competitors are not profitable

2.2. Industry trends

Note: This may need to be repeated for each product or service if in different industries

Impact of economic trends

Seasonality

Union presence

Other issues

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2.3. Description of target market

Note: This may need to be repeated for each product or service!

Demographics

- Business sector/industry?
- How large are they?
- Who makes the purchase decisions – how much power do purchasers have?
- How are their businesses doing?

Geography

Psychographic profile

- What are the values of your customers?
- What is the risk profile of your customers?
- How important is status to your customers?
- How savvy/sophisticated are your customers?

Behavior profile

- When and why do customers use your product
- How frequently do they use your product?
- Do your customers care about brand?
- What is the customer's attitude towards your product or service?

Buying sensitivities

What is most important to your customer?

- Price
- Quality
- Brand
- Product features
- Customer experience
- Convenience
- Credit terms
- Return policy
- Recommendations

Size of target market

Trends in target market

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3. STRATEGIC POSITIONING

3.1. Strategy

Goal	[Long-term goal towards which strategy is directed]
Scope	[Definition of product, market, technology]
Competitive advantage	[How will we compete]
Logic	[Why it will work]
Scale	[Potential optimal company size – e.g. is there a minimum efficient scale]

3.2. Enterprise's ability to achieve venture criteria

Social criteria	[Why is agency able to achieve social criteria? E.g., success in existing social services and outcomes; reputation in community; understanding of target population and social needs]
Financial criteria	[Why is agency able to achieve financial criteria? E.g., financial stability, operational effectiveness, fundraising ability, business expertise]

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4. OPERATIONS

4.1. Description of day-to-day operations

Working hours

Purchasing

Installations

Supervision

Training

Planning and scheduling
Job placement

Support

Order fulfilment and customer service

Facilities

Supply and inventory management

Capacity

Distribution

Productivity goals and measurement

4.2. Client staffing plan

Recruiting

Retention

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5. TECHNOLOGY PLAN

5.1. Existing technology

5.2. New technology needed

(e.g., website)	[What are enterprise's website needs? How will the website be designed? Developed? Maintained? Integrated with agency website? Interactive (sales inquiries/bid form?) Link to sales management system? (below) Cost and timing implications of all of the above?]
(e.g., sales management system)	[How are current contracts managed? How will enterprise track and manage sales/customer pipeline, relationships, contracts? What features does enterprise need? What database to use? How will it be rolled out, integrated, trained etc? Who will use and manage it? How will it integrate into the existing accounting system and contractor management system?]
(e.g., inventory management system)	
(e.g., equipment maintenance tracking system)	

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6. MANAGEMENT AND ORGANIZATION

6.1. Organizational Charts

Figure 1 – Agency Organization Chart, including Enterprise Management

Figure 2 – Detailed Enterprise Organization Chart

6.2. Management functions

Position	Description	Anticipated wages and benefits
Enterprise Manager	The Enterprise Manager is a management level position responsible for implementing the enterprise, including overseeing the business operations, marketing and obtaining contracts, supervising the business areas and supervising the supportive services provided to employees. The Enterprise Manager must establish, maintain and oversee effective staffing, management systems and customer relations to help ensure the venture achieves its social and financial targets. The Enterprise Manager will participate in the creation of business strategies, operational procedures and policy development, and will work with staff to ensure a positive and supportive work environment that fosters the growth and professional development of Enterprise employees.	
Supervisor	The Supervisor is primarily responsible for managing the operations of the enterprise's services. The Supervisor works alongside the Enterprise Manager to build and maintain customer relations, and obtain and fulfill service contracts. Key responsibilities include supervision of staff, scheduling of staff to fulfill service contracts in the most efficient manner, training of staff on all safety and emergency procedures, and compliance with all enterprise and agency policies. The Supervisor oversees the hiring and training of direct line staff.	
Employment Counselor	A dedicated Employment Counselor will support enterprise line staff to improve their resumes, build interviewing skills, access support resources, and seek other employment as they become ready to enter the mainstream workforce.	

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6.3. Staff needed

6.3.1. Line staffing requirements

Direct Staff Position #1	[include description of duties, anticipated size of crews, supervisor-to-crew ratio, full-time or part-time, hours worked per position, etc]
Direct Staff Position #2	

6.3.2. Agency-level support required

<include here any agency-level support required, e.g. type and % of time from ED and management team, administrative and fundraising support, other agency-level support services, reporting requirements, etc>

Personnel	[include support required from ED and management team]
Operations	[include admin, fundraising, IT, professional development, other support]

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7. MARKETING PLAN AND SALES STRATEGY

7.1. Target customer profile

7.1.1. Definition of characteristics

Characteristic	Definition/Description
Size of job	
Frequency of purchase	
Response to mission	
Price sensitivity	
Lead times/turn-around times	
Location	
Referral potential	
Others	

7.1.2. Why this profile is attractive

Characteristic	Validation
Size of job	
Frequency of purchase	
Response to mission	
Price sensitivity	
Lead times/turn-around times	
Location	
Referral potential	
Others	

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7.2. Analysis of existing customer segments compared to target segments

7.2.1. Profile of existing customer base

Segment	Description	Purchase Frequency	Average Sale Size	Annual Revenue Per Client

7.2.2. Current customers vs. target criteria

Segment	Criteria 1	Criteria 2	Criteria 3	Criteria 4

7.3. Analysis of demands of target customers

Buying patterns

Determining factors in purchase decision

7.4. Plan to reach target segments

7.4.1. Pricing

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7.4.2. Customer service

7.4.3. Promotional strategy

7.4.4. Sales plan

Sales structure

- Sales & Marketing Personnel
- Compensation of Sales Staff
- Sales Process

Sales targets

- Monthly
- Annual

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8. FINANCIALS

8.1. Industry rules of thumb

Sales mark-up

Credit terms

Operational efficiency
Other

8.2. Assumptions for the financial model

8.2.1. Startup assumptions

Startup expenses	All other expenses, including sales/marketing, admin/management, overhead, rent, depreciation, taxes, etc.

8.2.2. Current state assumptions

Revenue	Customer segments, pricing for services/products offered
COGS	Cost of goods sold, including labor and materials per unit of product/service produced
Business expenses	All other expenses, including sales/marketing, admin/management, overhead, rent, depreciation, taxes, etc.

8.2.3. Growth assumptions

Revenue	Growth per year in whatever unit makes sense (%, # customers, # widgets sold, $, etc)
COGS	Growth per year in whatever unit makes sense – but should generally scale with revenue
Business expenses	Growth per year for each category of expense (some are fixed costs and therefore won't grow; others will grow but in a step-function manner)

8.3. Projected financials

8.3.1. Income statement

Traditional bottom line	Includes annual revenue, COGS, business expenses, and net income of business **without** any social-mission-related costs
Bottom line including social costs and subsidies	Includes all of the above, **with** all social costs included

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8.3.2. Cash flow

8.3.3. Balance sheet

8.4. Sensitivity analysis

[insert results of "what-if" scenarios here, using financial model. Some what-if scenarios to consider: different customer segments, different revenue growth projections, different employment goals]

8.5. Break-even analysis

[describe under what condition(s) the enterprise will break even, not including social costs. How long does it take? What sales growth is necessary? Under what constraints?]

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9. RISKS AND MITIGATION

	Risk	Mitigation
Market risk	[Will customers buy our product or service?]	
Competitive risk	[How will we compete? Who else in the market might be a threat?]	
Technological risk	[How does technology impact our business? What technological changes might threaten it?]	
Product risk	[What potential supplier problems might exist, e.g. lack of supplier diversity?]	
Execution risk	[What potential problems might come about from running the business, e.g. staffing, supply chain, other operations?]	
Capital risk	[What might jeopardize our ability to secure startup or other necessary funding?]	
Social mission risk	[What might compromise our ability to meet our social goals? Specifically, are there aspects of the enterprise's social goals that might increase any of the above risks? How will we decide when/if there's a conflict between mission and profit motives?]	

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10. IMPLEMENTATION PLAN

10.1. Timeline of key milestones

Milestone	Start date	End date	Responsible

10.2. Identification of go/no go events

Event	Why it is make or break? Probability of occurrence? Potential date(s) of occurrence?

10.3. Timing for business development and fundraising

Traditional bottom line	Outline of business development plan to support revenue growth projections
Including social costs and subsidies	Outline of fundraising plan to cover social cost projections

11. APPENDICES

Appendix 1: Management biographies and job descriptions

Managers

Name

Board

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