



Do you want to supply more detail to explain some aspect of your plan? Is there some additional information that you feel is helpful to understanding the plan? Do you have a brochure for a new asset? Organize them into Appendices at the end of the Business Plan.

The **Appendices** contain those extra items that you want to include in your plan to support or provide detail for sections of the main document. These might include some of the following:

- ♦ Financial Statements for the past five years
- ♦ Personal resumes of key people
- ♦ Brochures showing new equipment
- ♦ Important articles or news items
- ♦ Insurance
- ♦ Drawings or plans
- ♦ Appraisal reports
- ♦ Important contracts
- ♦ Detailed forecasts

Appendix Example

Historical Data					
Average Prices					
	1990	1991	1992	1993	1994
Honey-wholesale	0.90	0.91	0.91	0.92	0.93
-farm gate	1.17	1.18	1.17	1.20	1.20
Production Volume					
	1990	1991	1992	1993	1994
# of hives	500	500	500	500	500
Honey-lbs/hive	130	94	127	120	133
-total lbs	65,000	47,000	63,500	60,000	66,500
Financial Indicators					
	1990	1991	1992	1993	1994
Assets	186,599	220,356	188,176	177,581	182,378
Liabilities	88,446	124,089	109,854	95,211	65,139
Equity	98,153	96,267	78,322	82,370	112,442
Total Income	77,700	70,400	49,750	68,625	68,655
Total Expenses	73,079	72,785	70,485	68,087	59,437
Net Income	4,621	(2,385)	(20,735)	538	9,218

BUSINESS PLAN

19 ____ - 19 ____

to

Operate

a _____ Beekeeping Operation

Prepared by:

Date:

Address:

Telephone/Fax:

Purpose of the Plan

Business Highlights

Business Activities and Targets

Marketing Plan

Production Plan

Management and Labour Plan

Financial Plan

Business Name & Address

Telephone

Type of Organization

Licenses and Permits

Business Management

Name

Position

Function

Business Advisors

Name

Role

Business Operating History

Mission

<i>Goal</i>	<i>Strategy</i>	<i>Tactics</i>	<i>Time</i>
-------------	-----------------	----------------	-------------

Long Term Goals

Short Term Goals

Marketing Strategy

The Market

Market Trends

Opportunities

Product

Projected Prices

Place

Promotion

Production Strategy

Production Facilities

Capital Purchase Requirements

Production History

Production Schedules

Production Volume

Changes In Inputs and Costs

Job Allocations

<i>Name</i>	<i>Functions</i>	<i>Training Needs</i>	<i>Other</i>

Contribution Margin Analysis

Projected Price					
Projected Production					
Income					
Direct Expenses					
Contribution Margin					

Projected Price					
Projected Production					
Income					
Direct Expenses					
Contribution Margin					

Key Targets

<i>Target</i>	<i>Time</i>	<i>Measurement Tools</i>

GLOSSARY OF BUSINESS TERMS

Accrual Basis of Accounting:

A method of accounting in which revenue and expenses are recorded in the period when they are earned or incurred regardless of whether or not they have been paid.

Amortization:

The systematic reduction of a balance in an account over a period of time. Most often this term is applied to long-term liabilities and intangible assets.

Assets:

Things of value under the control of the business entity.

Balance Sheet:

A statement summarizing the assets, liabilities and equity of a business entity at a given date. (Sometimes called Statement of Assets, Liabilities and Equity.)

Capital Cost Allowance:

The allocation of the cost of an asset as a deduction against the taxable income of the business at rates prescribed by Income Tax law.

Capital Gain:

A term used for income tax purposes to define, in most cases, the amount that proceeds from the disposition of an asset exceeds the original cost of the asset.

Cash Basis of Accounting:

A method of accounting by which revenues and expenses are recorded when cash is actually received or paid regardless of when the agreement to sell or purchase may have taken place.

Contribution Margin:

The excess of total revenues minus variable costs, indicating funds available to cover fixed costs and profits.

Cost:

The purchase price of goods or services consumed in the business.

Credits:

An accounting convention requiring the recording of entries on the right hand side of an account with the effect of increasing liability and equity accounts and decreasing the asset accounts.

GLOSSARY OF BUSINESS TERMS

Chart of Accounts:

A systematic listing of accounts into categories and subcategories.

Cost Basis of Asset Valuation:

Assets are entered into and carried in the books at their original acquisition cost.

Current Assets:

Assets that are used up or converted to cash within a fiscal year.

Current liabilities:

Obligations which will become due and payable within a short term, usually the fiscal year.

Debits:

An accounting convention requiring the recording of entries on the left hand side of an account with the effect of increasing asset accounts and decreasing liability and equity accounts.

Debt:

Obligations to entities outside of the business, usually contractual.

Deferred Income Taxes:

The accumulated amount by which income taxes calculated on net income is decreased because of timing differences. Differences arise mainly as a result of cash basis reporting, and from depreciation rates that differ from prescribed rates for income tax purposes.

Depreciation:

The allocation of the cost of an asset against the operating income of the business to reflect useage of the asset to produce income.

Direct Costs:

Costs that are directly related to production activity. If no production or activity takes place, direct costs are zero. Many direct costs are also variable.

Dividends:

Distribution of earnings to shareholders. Amounts are declared by the board of directors and are paid in proportion to shares held.

Equity:

Ownership in the assets of the business held by proprietors, partners or corporate shareholders.

GLOSSARY OF BUSINESS TERMS

Expense:

A cost incurred by a business for the purpose of producing revenue.

Fiscal Period:

The accounting period, usually one year, over which the effect of transactions are recorded and financial progress is measured.

Fixed Assets:

Assets with a long term usefulness, usually held for the production of goods or services rather than for resale.

Fixed Cost:

Costs that remain relatively unchanged regardless of the volume of production or activity within a range of volume. Examples include building insurance and property taxes.

Liabilities:

Obligations of the business to outsiders.

Inventory:

Items purchased or produced that are for sale or for use in the production of goods for sale.

Liquidity:

The ability of the business to meet its financial obligations as they fall due, measured by the comparison of current assets to current liabilities.

Mortgage:

A conveyance of a legal interest in property from one person to another as security for the payment of a debt or other obligation.

Net Book Value:

The net value on the books of a fixed asset after deducting accumulated depreciation.

Net Income:

The excess of revenues over expenses (variable plus fixed) for a given period of time.

Net Worth:

The difference between the market value of assets and the market value of liabilities at a given time. Net worth represents an estimate of what the owner would receive if assets were disposed of and liabilities were discharged.

GLOSSARY OF BUSINESS TERMS

Prepaid Expense:

An amount paid out which is expected to yield a benefit beyond the current accounting period. The amount is carried on the balance sheet as an asset and charged to expenses as the benefit is realized.

Projected Cash Flow Statement:

A statement used as a planning tool to show expected future sources of cash from operations, asset sales, owner contributions and loan proceeds less cash utilized for business expenses, capital purchases, owner withdrawals, and loan payments.

Revenue:

Money earned by the business as a result of business activities.

Share Capital:

The ownership interest in an incorporated company that is represented by the shares of that corporation.

Term Liabilities:

Obligations to outsiders that will become due and payable at a time beyond the current fiscal period.

Transactions:

Business events engaged in by a business entity.

Variable Costs:

Costs that vary directly with the volume of production or activity. If no production or activity takes place, variable costs are zero.

Preparing a Business Plan Comment Form

Please send us your comments and help us serve you better.

We would like to know what you think of this publication ... what's good and what could be improved, and how. Please take a few minutes to give us your opinions and ideas. Please return the completed evaluation form to:

**Extension Systems Branch, B.C. Ministry of Agriculture, Fisheries and Food
808 Douglas Street, Victoria, British Columbia, V8W 2Z7**

Question	Response
1. You are (please check appropriate box)	<input type="checkbox"/> Beekeeper <input type="checkbox"/> Industry <input type="checkbox"/> Government <input type="checkbox"/> Other _____
2. Overall, how do you rate this material? (please rate on the scale of 1 to 5, 1 being poor and 5 being excellent)	Poor Excellent 1 2 3 4 5
3. How did you find out about this publication?	
4. Is the information relevant to your needs?	Not Very 1 2 3 4 5
5. Is the writing style	Simple/Easy Difficult/Technical 1 2 3 4 5
6. Is the amount of detail	Not Enough Too much 1 2 3 4 5
7. What are your main sources of information on business management?	<input type="checkbox"/> BCMAFF staff <input type="checkbox"/> Industry <input type="checkbox"/> Research Station <input type="checkbox"/> Other Farmers <input type="checkbox"/> Trade Journals/Periodicals <input type="checkbox"/> Other _____
8. Preparation costs are high. If future editions were priced, indicate the amount you would be willing to pay?	<input type="checkbox"/> \$2 <input type="checkbox"/> \$5 <input type="checkbox"/> \$10 plus
9. What are the strong points of this publication?	
10. What are the weak points that we should try to correct?	
11. Other Comments?	