

Manitoba Provincial Nominee Program

Entrepreneur Pathway Business Plan Guidelines

May 2018



Business Plan Guidelines

Note: This document will provide you with guidelines on what to include in your Business Plan to the Program. It should be used as a guide in your business research and when writing your Business Plan. You are encouraged to use plain language and only include information and data that is relevant to your analysis.

Executive Summary

- Summarize your entire Business Plan. It provides overview of your proposed business and the reason(s) why Manitoba should support your business plan and application for nomination.

Business Profile

1. Name of the Business
2. Mission, Vision, and Goals
3. Products/services the Business provides.
 - Be specific in the description.
4. Legal structure of the Business
5. Organization Chart
6. Management Profile
 - For each member of the management team, describe any trade or professional qualifications/skills that are beneficial to your proposed business.
7. Your Role in the Business
 - Describe your intended role and clearly explain how you will have an active and ongoing day-to-day management role in the business.
 - Describe your past education, work and/or business experience that is directly related to your proposed business.
 - Describe your transferable skills that can be used in your proposed business.
8. Business Processes
 - A. Products**
 - Describe how, within Manitoba, your proposed business processes will generate profits and add value to the products you will sell or make.
 - For example, describe how raw materials flow through the manufacturing process to become a finished product.

B. Services

- Describe what services your proposed business will provide and how the services will generate a profit.
- For example, describe services provided and who will be providing these services to the clients.

9. Local Economic Impact

- Describe what your proposed business will purchase locally (within Manitoba). What will be the economic impact of those purchases? How much will be imported from other provinces or countries?
- Your analysis should be consistent with the cost assumptions in your financial forecasts. The analysis must include approximate dollars spent locally on an annual basis for both capital investments and operational expenditures for the next 3 years.

10. Financial Performance – Attach as **Appendix D** (Not applicable to new business establishment)

A. Existing Business (if applicable)

If you are purchasing an existing business, attach the following:

- Financial statements prepared and signed by a Certified Professional Accountant (CPA) for the last two fiscal years
- Notice of Assessment (NOA) for the business for the last two tax years
- Other documents showing the tentative arrangement between you and the current owner of the existing business.

B. Franchise Business (if applicable)

If you are joining/purchasing a franchise business, attach supporting documents such as tentative agreements to demonstrate the likelihood of you acquiring the franchise business.

Market Profile

1. Overview

- Identify the market your products/services will be competing in.
- Summarize characteristics of the market and any regulatory or environmental factors that apply.
- Provide an overview of the market condition by products, sectors, and geography.

2. Company Marketing strategy

- Describe the Business's position in the market
- Describe your entry strategy
- Describe your strategic competitive advantages
- Describe how the business gains its market share and attract customers
- Describing your marketing plan to achieve the sales goals

3. Major Competitors

- List the comparable major competitors who are active in the market
- Select examples of representative competitors to discuss how they operate. The discussion should include location, size, facilities, strategies, etc.

4. Market and Sales Forecasts

- Provide a detailed analysis of market size, segments and competition within the region you plan to do business.
- Following the market and competitor analysis, provide a realistic forecast of sales for the next 3 years
**The above analysis must be supported by independent data. Reference the source of the data used.

General Resource Requirements

1. Location

- Will the premises be owned or leased? What is the rationale behind the lease/own decision?
- What leasehold improvements are required if leased? Be specific and provide your rationale to support the estimated leasehold improvement to be included in your capital investment.
- Identify potential locations you have considered. Why did you pick these locations?

2. Equipment and tools

- What type of equipment and/or tools will be required? Do you require any specialized equipment/tools? Where will you get them?
- How are you going to handle the maintenance and repair? Will it be outsourced or performed by your employees?

3. Suppliers

- Identify potential suppliers that will supply the raw material or services.

- Is there a backup plan if a vital supply source fails?
 - Do you plan to outsource any part of the business process? Identify potential outsource partners.
4. Distribution Channel
- What channel will be used to distribute products or services?
5. Professional Advisors
- Do you plan to use outside professional services? What are they? What value do they add to your business?

Human Resource Requirements

1. Employees
- Expected total number of employees, their functions and any specific qualification requirements for any of these employees.
 - How are you going to find, hire and keep your employees?
 - Are you aware of any federal and provincial regulations around occupational safety and health of hiring employees?
 - Are you aware of federal and provincial regulations around payroll deductions and employee remunerations and benefits?
2. Employee Continuity Plan
- Identify key employees and how the absence of these employees would impact the business operation.
 - Explain your backup plan when any key employee suddenly decides to quit.

Financial Resource Requirements

1. Capital Requirements – Provide breakdown of capital investment and start-up costs as **Appendix A**.
- How much capital is required to get the business started/purchased?
 - For each tangible asset, explain how this item is essential to the operation of the business.
 - How much additional capital is required to keep the business going before a break-even occurs? Perform a breakeven analysis as **Appendix B**.
 - How are you going to use your personal assets to meet the capital requirement of the business on an ongoing basis?

2. Credit requirements

- Will financing be required? How much financing is required for the first year?
- Identify the source of financing i.e. financial institutions or private investors
- Provide Pro Forma Financial Statements as required as **Appendix C**. Please make sure that all key assumptions are addressed, either as notes of assumptions or in the body of the Business Plan.

Critical Risk Factors

- Identify government regulations that will be applicable to the proposed business idea, such as environmental regulations, health regulations, municipal zoning requirements, and labour rules.
- Are there special insurance requirements?
- Outline any other potential risks in addition to those identified above and explain how you are going to mitigate these risks.

Implementation Timeline

- Steps of implementation – Breakdown of steps and milestones chronologically.

Attach the following if applicable:

Appendix A: Breakdown of initial business investment (Applicable to all)

Appendix B: Breakeven analysis (Applicable to all)

Appendix C: Financial forecasts for first 3 years of operations, with Notes of assumptions (Applicable to all)

Appendix D: Financial statements of an existing business (Acquisition of an existing business) and/or Supporting documents for a franchise business (Franchise business)

*See the attached Excel file for instructions and templates for **Appendix A, B & C**.