|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| CANDIT | | | | |
|  |  | | |  |
| YOUR WEB ENGINEER | | | | |
|  | | Business Plan |  | |

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# Introduction

Creating an extensive business plan is unnecessary for most businesses to get started. However, creating a short business plan offers several benefits that more than outweigh the investment of time:

* The process of thinking and writing the plan provides clarity for the business.
* If capital is needed from outside sources, investors want to see a plan that demonstrates a solid understanding and vision for the business.
* The plan will help prioritise tasks that are most important.
* With growth, the plan offers a common understanding of the vision to new leaders.

A simple business plan for a start-up service company can be completed rather quickly. Keeping in mind who the intended audience is, write simply. The plan needs to be understandable, readable, and realistic.

1. Executive Summary
2. Company Overview
3. Business Description
4. Market Analysis
5. Operating Plan
6. Marketing and Sales Plan
7. Financial Plan

# Executive summary

The Executive Summary should be written last after the remainder of the plan has been finished. It is an overview (with a suggested length of no more than one page) of the business, including the problem the business aims to solve, why this business’ solution is different, the business’ ideal customer, and the expected results. The Executive Summary should provide a high-level and optimistic description of the company.

If the business requires outside investment or external investors, include how much is needed, how it will be used, and how it will make the business more profitable. Think of this section as the first thing a potential investor reads, thus, it must capture their interest quickly.

Suggested headings to organise this business plan include the following.

* Mission: Transforming every one’s online presence.
* Solution: with our stunning websites we’re creating opportunities with infinite possibilities.
* Market focus: our ideal customers are mostly with businesses, associations, communities to every micro idea.
* Competitive advantage: with our professional team and brilliant leader, we are creating websites that grow with you, websites with infinite possibilities.
* Ownership: The major stakeholders are singular with DANFOLD MOSONGO

# Company Overview

***Cand.it*** is a website engineering company that creates, develops, and maintains, astonishing websites and where all creativity, designs and imaginations come to life. Building more than just a website from selling online, starting a blog and organizing events to promoting your business and building your community.

* Mission statement: At cand.it our mission is to transforming your online presence to success and explore of infinite possibilities.
* Company history: cand.it was found back in the summer of 2023 singularly with the current CEO **DANFOLD MOSONGO** locally with less equipment for establishing and has grown to date with recommendations from every client we have worked for.
* Markets and services: Cand.it handles every bit of business in the market from E-commerce to agricultural, from social status to profiles. Cand.it offers a wide variety of services from advertising to building profiles. And our major services are web development, web design and maintenance and advertising services.
* Operational structure: Our operational structures are mainly based on the client’s proposal where you imagine, we build and bring all visions to reality. Our clients order designs and modifications on our stunning websites and operate according to their time span.
* Financial goals: our financial goal is to deliver 100% transformation to our every client on web building without finance being an issue but still make profits as a company.

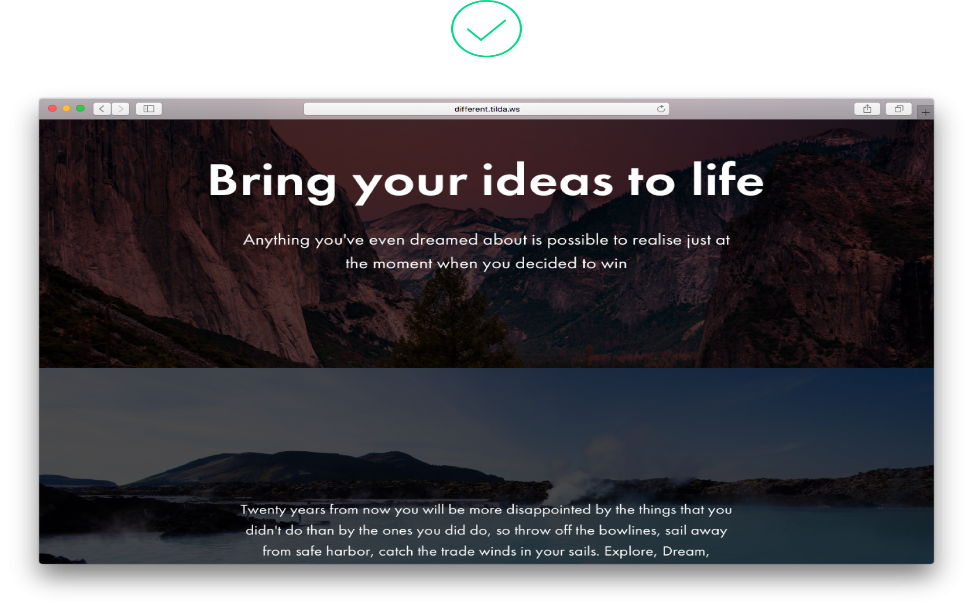
# Business Description

This section will first frame the business opportunity and should answer the question: what problem(s) is the company trying to solve? Use a case example to describe the customers’ pain point and how it is solved today. If the business’ service addresses something the market has yet to identify as a problem (for instance, a new mobile app or a new clothing line), then also describe how the business’ solution reduces stress, saves money, or brings joy to the customer.

After framing the opportunity, describe the service in detail and how it is the solution the business offers, how it solves that problem, and what benefits customers will receive.

This section also describes in more detail how the services will be rendered and the pricing structure (e.g., fixed rate versus an hourly fee). Describe how the company plans to differentiate from its competitors. What is the target market and how can the customer capitalize on your unique offering?

Depending on the type of business, the following sections may or may not be necessary. Only include relevant sections and remove everything else.

* Opportunity: Describe the current market for the business’ offered service. At a high level, what is the market and who are its participants; is it business customers or consumers; what is the specific geography, etc.? More details on the market will be provided in the next section of the plan. Next, describe the current state of available services and how the business will offer better. Also discuss any additional services the company plans to offer in the future.
* Product overview: we don’t just provide products but products that grow with you, products that build up for your success. we don’t just create websites but bring every idea to life.at cand.it we do→ **Website development** →**Website design** and **maintenance**, →**Online advertising services** we also provide
* Professional crafted websites
* Hosting
* Flyers, Bronchures, logos!
* Domains
* Graphic designs
* Company profile



* Key participants: Our key participants in building our products are our front-end and back-end team who work round the clock to bring our clients imaginations to life and our respected clients who take part in building our products. We are 100% client based proposed building.
* Pricing: Our pricing ratio mostly defers according to the type of website being built. Also, always in favor of the clients, mostly to build up relationships and reach out fully to every client and still create profits
* Note the difference between working hours and billable hours. All working hours are not billable. If the business has employees with differing skill levels (for example, in a law practice, there are associates, paralegals, lawyers, partners, etc.), indicate the various billing rates.
* Communicate rates clearly to clients and customers. If there are potential additional fees which will be passed on to clients or customers, define and establish them up front.

# Market analysis

The Market Analysis provides the reader with an understanding of how well the business knows and understands its market and if it is big enough to support the business objectives. This section provides an overview of the industry that the business will participate in. As this section is narrowed down to the ideal customer based on the business strategy, the plan will define the target market. A detailed description and sizing of the target market will help the reader understand the market value the business is pursuing (the number of potential customers multiplied by the average revenue for the product or service).

In defining the target market, the plan will identify key elements such as geographic location, demographics, buyer characteristics, the target market's needs, and how market needs are currently being met. If there are any direct competitors, explain how the company’s service compares to the competitors in terms of solving the consumers’ problems.

This section may also include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis as necessary, to better assess the business’ position against the competition.

Depending on the type of business, the following sections may or may not be necessary. Only include what is need and remove everything else.

* Industry type: Begin with the broader descriptions of the market opportunity. For instance, if the intended business is a home-based travel agency, the industry type would be service industry. In this particular market, the global revenues are projected to exceed $183 billion, but the local agency will have a much smaller market. Identify the potential clientele in the company’s local geography that might fit into the target demographic group. This section will also identify any industry regulations and evaluate trends in market growth and stability.
* Market segmentation: This section defines the main market segments and those the business is targeting now. A market segment is a group of people (or other businesses) within the industry, identify smaller segments, such as luxury travel or exotic cruisers. The market can also be segmented by criteria such as quality, price, range of products, geography, demographics, and others. A few other elements to consider answer questions such as: Is the segment growing, shrinking, or will it be flat for the next few years? What percentage of the market will be reachable? What share of the market is anticipated within the next 2-3 years? Graphics are best used in a section like this to either show growth (line graph) or percentages of markets or groups (pie chart).
* Competition: All businesses compete in one way or another. It may be with specific, direct competitors or it may be with the way customers have been doing things for a long time. When identifying the competition, identify who else is providing services to solve the same problem the business seeks to address. What are the business’ advantages over these competitors? How will the company’s voice be heard over the noise of competitors? Sometimes a business plan includes a matrix of features and compares how each business offers or does not offer those features. This section reflects how the company’s solution is different and better suited for the identified target market compared to the competition.
* SWOT analysis: A SWOT analysis may be included by completing the boxes below to assess the business’ current environment’s strengths and weaknesses (internal) and opportunities and threats (external). This is a good exercise to go through on an annual basis. After completing the analysis, provide thoughts on: how the business’ strengths can help maximise opportunities and minimise threats; how its weaknesses can slow the company’s ability to capitalise on the opportunities; and how the business’ weaknesses could expose it to threats.

|  |  |  |
| --- | --- | --- |
| STRENGTHS   * Advantage * Capabilities * Assets, people * Experience * Financial reserves * Value proposition * Price, value, quality |  | WEAKNESSES   * Disadvantages * Gap in capabilities * Cash flow * Suppliers * Experience * Areas to improve * Causes of lost sales |
| OPPORTUNITIES   * Areas to improve * New segments * Industry trends * New products * New innovations * Key partnership | THREATS   * Economy movement * Obstacles faced * Competitor actions * Political impacts * Environmental effects * Loss of key staff * Market demand |

# Operating Plan

Additionally, it is necessary to outline how the company currently and will continue to develop and maintain a loyal customer base. This section includes management responsibilities with dates and budgets and making sure results can be tracked. What are the envisioned phases for future growth and the capabilities that need to be in place to realise growth?

The operating plan describes how the business works. Depending on the type of the business, important elements of this plan should include how the company will bring services to market and how it will support customers. It is the logistics, technology, and basic blocking and tackling of the business.

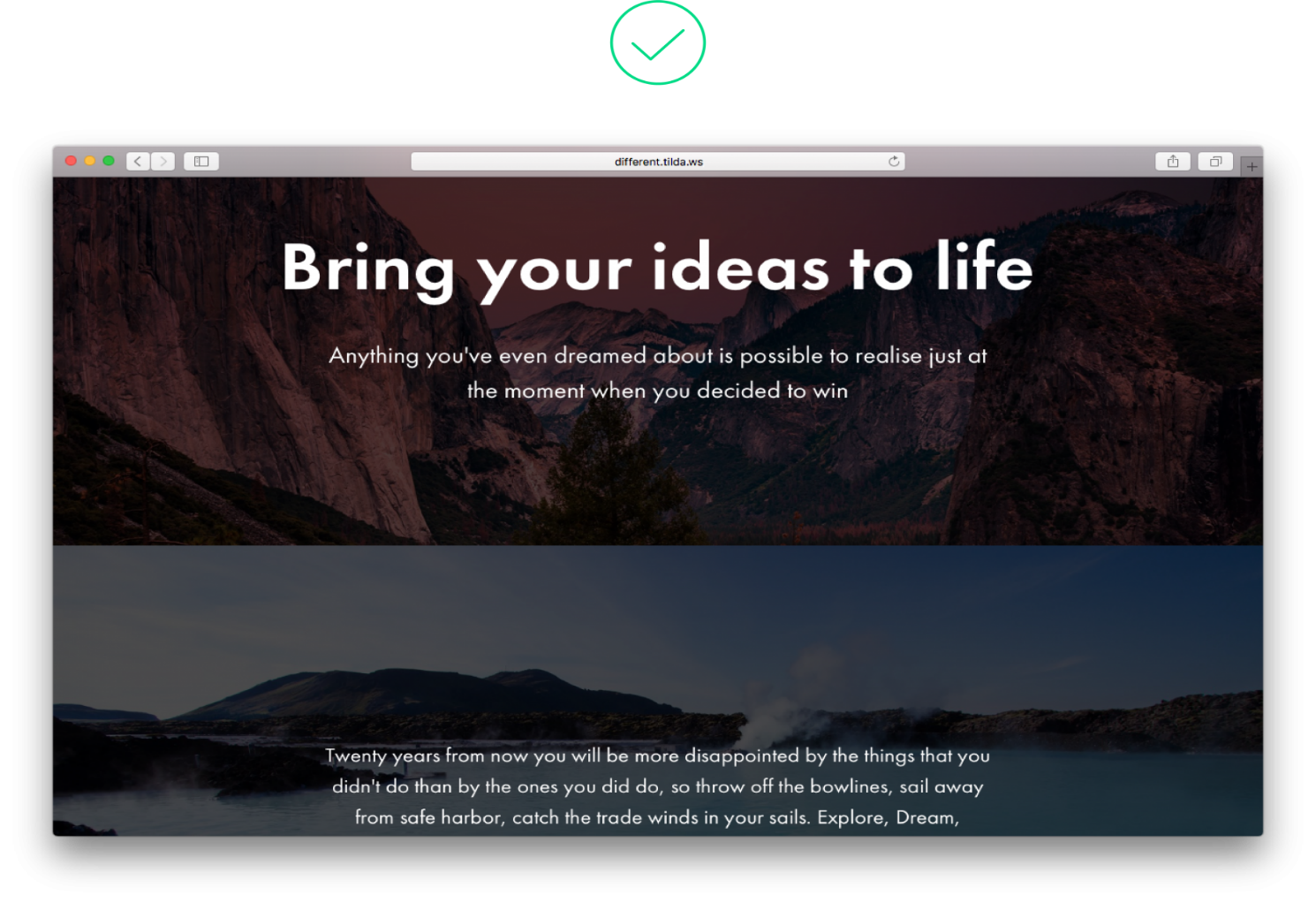
Depending on the type of business, the following sections may or may not be necessary. Only include what is needed and remove everything else. Remember: try to keep the business plan as short as possible. Excessive detail in this section could easily make the plan too long.

* Order fulfilment: Describe the company’s procedures for delivering services to its customers. As a service company, determine how to keep track of the customer base, form of communications, and how best to manage sales and data.
* Payment: Describe the standard payment terms and the payment methods accepted. Describe the pricing plans (one-time service fees, hourly-based fees, mark-ups, and any other fees) and any impact on cash flow.
* Technology: If technology is critical to the business, whether it is part of the service offering or is fundamental to delivering a service, describe the key technologies used that are proprietary. If the business data (company or customer) is at risk, describe the data security plan in place, as well as any back up or recovery in the case of a disaster or outage.
* Key customers: Identify any customers that are important to the success of the business due to a partnership, volume, or pathway to a new market. Also identify any customers who bring in more than 10% of the company’s revenues.
* Key employees and organisation: Describe unique skills or experiences that are required of the current team. If necessary, describe any proprietary recruiting or training processes in place. List key employees that are necessary for success. Include an organisation chart to support this section.
* Facilities: As a home-based business, be educated on legalities and tax filings for such business types.

# Marketing and Sales Plan

Promoting the business, through generating leads or traffic to a website or store, is one of the most important functions of any business.

* Key message:***Build and scale with confidence, from a powerful website to a successful business, project, blog and also community solutions.***



**Marketing activities:** we have a wide variety of marketing activities to create awareness of the company.

* Media advertising (newspaper, magazine, television, radio)
* Direct mail
* Telephone solicitation
* Seminars or business conferences
* Joint advertising with other companies
* Word of mouth or fixed signage
* Digital marketing such as social media, email marketing, or SEO
* Sales strategy: our sales approach will be mainly based on contract sales with our clients and working times based with our team.

# Financial Plan

Creating a financial plan is where all of the business planning comes together. Up to this point, the target market, target customers, and pricing have all been identified. These items, along with assumptions, will help estimate the company’s sales forecast. The other side of the business will be what expenses are expected. This is important on an on-going basis to see when the business is profitable. It is also important to know what expenses will need to be funded before customer sales, or the cash they generate, is received.

At a minimum, this section should include estimated start-up costs and projected profit and loss, along with a summary of the assumptions being made with these projections. Assumptions should include initial and on-going sales, along with the timing of these inflows.

* Projected start-up costs: The table below shows a sample of on-going and one-time cost items that the business might need in order to open. Many businesses are paid on credit over time and do not have cash coming in immediately. It is necessary to make assumptions about how many months of recurring items, in addition to one-time expenses, to estimate when cash will begin to flow into the company. To begin with, the company will have to fund out of savings or an initial investment. There is a blank table in the Appendix to complete potential start-up cost projections.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| START-UP COSTS | | | | |
| Your Home-Based Agency | January 1, 2018 | | | |
| COST ITEMS | MONTHS | COST/MONTH | ONE-OFF COST | TOTAL COST |
| Advertising/Marketing | 3 | £300 | £2,000 | $2,900 |
| Employee Salaries\* | 4 | £500 | $2 | $2,002 |
| Employee payroll taxes and benefits | 4 | £100 | £1,500 | $1,600 |
| Rent/Lease payments/Utilities | 4 | £750 | £2,500 | $5,500 |
| Postage/Shipping | 1 | £25 | £25 | £50 |
| Communication/Telephone | 4 | $70 | $280 | $560 |
| Computer equipment |  | £0 | £1,500 | £1,500 |
| Computer software |  | £0 | £300 | £300 |
| Insurance |  | £0 | $60 | $60 |
| Interest expense |  | £0 | £0 | £0 |
| Bank service charges |  | £0 | £0 | £0 |
| Supplies |  | £0 | £0 | £0 |
| Travel & entertainment |  | £0 | £0 | £0 |
| Equipment |  | £0 | £2,500 | £2,500 |
| Furniture & fixtures |  | £0 | £0 | £0 |
| Leasehold improvements |  | £0 | £0 | £0 |
| Security deposit(s) |  | £0 | £0 | £0 |
| Business licences/Permits/Fees |  | £0 | £5,000 | £5,000 |
| Professional Services - Legal, Accounting |  | £0 | £1,500 | £1,500 |
| Consultant(s) |  | £0 | £0 | £0 |
| Inventory |  | £0 | £0 | £0 |
| Cash on hand (working capital) |  | £0 | £1,000 | £1,000 |
| Miscellaneous |  | £0 | £2,000 | £2,000 |
| ESTIMATED START-UP BUDGET |  |  |  | $26,472 |
| \*Based on part-time employees. This may change once you hit your growth benchmark. | | | | |

**Projected profit and loss model:** The model below shows a sample of the projections a small business is forecasting for their first 12 months of operations. The top portion of the table shows projected sales and gross profit. This is a good place to begin creating the company’s sales forecast. The next section itemises the recurring expenses the business is projecting for the same months. These should be consistent with the estimated start-up costs completed in the prior section. At the bottom of this model, it will possible to see when the company is becoming profitable and what expense items are the most impactful to its profitability. There is a blank table in the Appendix to complete the business’ own start-up cost projections.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| START-UP COSTS | | | | | | | | | | | | | | | |
| Your Home-Based Agency | | | | | | | | | | January 1, 2018 | | | | | |
| INCOME | JAN | FEB | MAR | APR | MAY | JUN | JUL | | AUG | | SEP | OCT | NOV | DEC | YTD |
| Estimated Sales | £5,000 | $13,000 | £16,000 | £7,000 | $14,500 | $16,400 | $22,500 | | $23,125 | | $24,549 | £22,000 | £25,000 | $27,349 | $216,423 |
| Less sales returns & discounts | £0 | ($350) | £0 | ($206) | ($234) | £0 | £0 | | ($280) | | ($1,200) | ($1,600) | £0 | ($2,400) | ($6,270) |
| Service revenue | £0 | £0 | £0 | £0 | £0 | $250 | $350 | | £100 | | £0 | £0 | $1,245 | $1,360 | $3,305 |
| Other revenue | £0 | £0 | £0 | £0 | £0 | £0 | £0 | | £1,500 | | £0 | £0 | £0 | £0 | £1,500 |
| Net sales | £5,000 | $12,650 | £16,000 | $6,794 | $14,266 | $16,650 | $22,850 | | $24,445 | | $23,349 | $20,400 | $26,245 | $26,309 | $214,958 |
| Cost of Goods Sold\* | £2,000 | $5,200 | $6,400 | $2,800 | $5,800 | $6,560 | $9,000 | | $9,250 | | $9,820 | $8,800 | £10,000 | $10,940 | $86,569 |
| Gross profit | $3,000 | $7,450 | $9,600 | $3,994 | $8,466 | $10,090 | $13,850 | | $15,195 | | $13,529 | $11,600 | $16,245 | $15,369 | $128,389 |
| Expenses | JAN | FEB | MAR | APR | MAY | JUN | | JUL | AUG | | SEP | OCT | NOV | DEC | YTD |
| Salaries & wages | £2,500 | £2,500 | $3,500 | £5,000 | £5,000 | £5,000 | | $8,000 | $9,000 | | $9,000 | $9,000 | $9,000 | $9,000 | $76,500 |
| Marketing/Advertising | $400 | $450 | $450 | $450 | $900 | $900 | | $900 | $900 | | $900 | $900 | £1,200 | £1,200 | $9,550 |
| Sales commissions | $250 | $650 | $800 | $350 | $725 | $820 | | $1,125 | $1,156 | | $1,227 | $1,100 | $1,250 | $1,367 | $10,821 |
| Rent | $1,250 | $1,250 | $1,250 | $1,250 | $1,250 | $1,250 | | $1,125 | $1,125 | | $1,125 | $1,125 | $1,125 | $1,125 | £15,000 |
| Utilities | $250 | $150 | £200 | £200 | £200 | $250 | | $250 | $250 | | £200 | £200 | $250 | $250 | $2,650 |
| Website expenses | $175 | $175 | $175 | $175 | $175 | $175 | | $175 | $175 | | $175 | $175 | $225 | $225 | $2,200 |
| Internet/Phone | $110 | $110 | $110 | $110 | $110 | $110 | | $110 | $110 | | $110 | $110 | $110 | $110 | $1,320 |
| Insurance | $165 | $165 | $165 | $165 | $165 | $165 | | $165 | $165 | | $165 | $165 | $165 | $165 | $1,980 |
| Travel | £100 | £0 | £0 | $250 | £0 | £0 | | £0 | £0 | | $675 | $800 | £0 | £0 | $1,825 |
| Legal/accounting | £1,200 | £0 | £0 | $450 | £0 | £500 | | £0 | £0 | | £0 | £0 | £0 | $250 | $2,400 |
| Office supplies | $125 | $125 | $125 | $125 | $125 | $125 | | $125 | $125 | | $125 | $125 | $125 | $125 | £1,500 |
| Interest expense | £0 | £0 | £0 | £0 | £0 | £0 | | £0 | £0 | | £0 | £0 | £0 | £0 | £0 |
| Total expenses | $6,525 | $5,575 | $6,775 | $8,525 | $8,650 | $9,295 | | $12,100 | $13,131 | | $13,827 | $13,825 | $13,575 | $13,942 | $125,746 |
| Income before taxes | ($3,525) | $1,875 | $2,825 | ($4,531) | ($184) | $795 | | $1,750 | $2,064 | | ($298) | ($2,225) | $2,670 | $1,427 | $2,643 |
| Income tax expense | ($529) | $281 | $424 | ($680) | ($28) | $119 | | $263 | $310 | | ($45) | ($334) | $401 | $214 | $396 |
| **NET INCOME** | **($2,996)** | **$1,594** | **$2,401** | **($3,851)** | **($156)** | **$676** | | **$1,488** | **$1,754** | | **($253)** | **($1,891)** | **$2,270** | $**1,213** | **$2,246** |
| \*In the service industry, Cost of Goods Sold is the monetised value of the time spent on the client. | | | | | | | | | | | | | | | |

# Appendix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| START-UP COSTS | | | | |
| Home-Based Agency | | Date | | |
| **COST ITEMS** | **MONTHS** | **COST/MONTH** | **ONE-OFF COST** | **TOTAL COST** |
| Advertising/Marketing |  |  |  |  |
| Employee salaries |  |  |  |  |
| Employee payroll taxes and benefits |  |  |  |  |
| Rent/Lease payments/Utilities |  |  |  |  |
| Postage/Shipping |  |  |  |  |
| Communication/Telephone |  |  |  |  |
| Computer equipment |  |  |  |  |
| Computer software |  |  |  |  |
| Insurance |  |  |  |  |
| Interest expense |  |  |  |  |
| Bank service charges |  |  |  |  |
| Supplies |  |  |  |  |
| Travel & entertainment |  |  |  |  |
| Equipment |  |  |  |  |
| Furniture & fixtures |  |  |  |  |
| Leasehold improvements |  |  |  |  |
| Security deposit(s) |  |  |  |  |
| Business licences/Permits/Fees |  |  |  |  |
| Professional Services - Legal, Accounting |  |  |  |  |
| Consultant(s) |  |  |  |  |
| Inventory |  |  |  |  |
| Cash on hand (working capital) |  |  |  |  |
| Miscellaneous |  |  |  |  |
| **ESTIMATED START-UP BUDGET** |  |  |  |  |

## Instructions for Getting Started with Estimated Start-Up Costs

Determining a business' start-up costs is critical to ensure enough cash is available to begin business operations within the budgeted time frame, as well as within the cost budget. Start-up costs typically fall within two categories: monthly costs and one-time costs. Monthly costs cover costs that occur each month during the start-up period, and one-time costs are costs that will be incurred once during the start-up period.

Steps for preparation:

* Step 1: Enter the company name and the date this estimate is being prepared.
* Step 2: Enter the number of months and the monthly cost for each cost item that is recurring. For one-off costs only, skip the monthly costs. If there are cost items that have both recurring and one-time amounts, enter those as well. The total cost will calculate automatically in the far-right column.
* Step 3: Once all of the costs are entered, review the individual items and total amount to see where the budget can be fine-tuned or move something out into the future when more revenue is coming in.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| START-UP COSTS | | | | | | | | | | | | | | |
| Home-Based Agency | | | | | | | | Date | | | | | | |
| **INCOME** | **JAN** | **FEB** | **MAR** | **APR** | **MAY** | **JUN** | **JUL** | | **AUG** | **SEP** | **OCT** | **NOV** | **DEC** | **YTD** |
| Estimated product sales |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Less sales returns & discounts |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Service revenue |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Other revenue |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Net sales |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Cost of Goods Sold |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Gross profit |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| EXPENSES | JAN | FEB | MAR | APR | MAY | JUN | JUL | | AUG | SEP | OCT | NOV | DEC | YTD |
| Salaries & wages |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Marketing/Advertising |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Sales commissions |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Rent |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Utilities |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Website expenses |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Internet/Phone |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Insurance |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Travel |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Legal/Accounting |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Office supplies |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Interest expense |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Other 1 |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Total expenses |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Income before taxes |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| Income tax expense |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| NET INCOME |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| \* In the service industry, Cost of Goods Sold is the monetised value of the time spent on the client. | | | | | | | | | | | | | | |

## Instructions for Getting Started on Profit & Loss Projections

Completing projections for Profit and Loss of a new company is a good exercise to understand and communicate when the company will begin to break even and see how sales and profits will grow. The top portion of the model to the left, Revenue, is a good way to forecast sales, month by month for the first year. The lower portion then applies estimated expenses for the same period of time to derive the business’ profitability.

Steps for preparation:

* **Step 1:** Enter the company name and the date this projection is being prepared.
* **Step 2:** For each month, beginning in January or whenever the start is estimated, enter the expected sales to be. This could be for a single service or multiple services. Add lines to this model for additional offerings. From this, subtract any product returns or discounts that are to be tracked (these should be shown as negative numbers, for example, -10). Below Net Sales, enter the Cost of Goods Sold. This refers to the monetised value of the time spent on a particular client.
* **Step 3:** For each month, enter the estimated salaries, marketing, utilities, and other items that are projected.
* **Step 4:** Once all of the costs have been entered, review the individual items and total amount to see where projections can be fine-tuned or move something out into the future when more revenue is coming in. The objective is to get to profitability and positive cash flow as quickly as possible.