



# Organic Farm Business Plan

# Business Plan

[YEAR]

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Eat Clean and Green , Eat Organic

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## Prepared By

 John Doe

 (650) 359-3153

 10200 Bolsa Ave, Westminster, CA, 92683

 [info@upmetrics.co](mailto:info@upmetrics.co)

 <https://upmetrics.co>

# Table of Contents

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<b>Executive Summary</b>	5
Product Offering	6
Objectives	6
Mission Statement	7
Guiding Principles	7
Keys to Success	7
<b>Business Overview</b>	8
Management & Ownership	9
JOHN BURNS	9
JANE BURNS	9
Legal Formation	9
Start-Up Summary	10
Location and Facilities	10
<b>Products &amp; Services</b>	11
Product Overview	12
Seasons & Products	12
Competitive Comparison	13
Product/Service Sourcing	13
Distribution	13
Inventory Management	13
Warehousing and Fulfillment	14
Future Products & Services	14
Honey Bees	14
Dairy Products	14
Community Sharing	14
Farming Awareness Program	15
Customer Updates	15
Vegetable Processing	15
<b>Market Analysis</b>	16
Industry Analysis	17
Market Size	17
Industry Participants	17
Market Segments	18
Market Tests	18

Target Market Segment Strategy .....	18
The following chart depicts the target market .....	19
Chart .....	19
Market Needs .....	19
Market Trends .....	19
Market Growth .....	19
Positioning .....	20
<b>Competitive Analysis .....</b>	<b>21</b>
Direct Competitors .....	22
Backyard Bounty .....	22
Eilert's Acres .....	22
Springdale Farms .....	22
Indirect Competitors .....	22
Old Plank Farm .....	23
Log Cabin Orchard .....	23
SWOT Analysis .....	23
<b>Marketing &amp; Sales Plan .....</b>	<b>25</b>
Strategy Pyramid .....	26
Unique Selling Proposition (USP).....	26
Competitive Edge .....	26
Marketing Strategy and Positioning.....	26
Positioning Statement .....	27
Pricing Strategy .....	27
Promotion and Advertising Strategy.....	27
Website .....	28
Marketing Programs .....	28
Sales Strategy .....	28
Sales Forecast .....	28
Sales Programs .....	28
Legal .....	29
Milestones .....	29
Exit Strategy .....	29
<b>Organization and Management .....</b>	<b>30</b>
Organizational Structure .....	31
Management Team .....	31
JOHN BURNS .....	31
JANE BURNS .....	31

Management Team Gaps .....	31
Personnel Plan .....	32
Board of Directors .....	32
<b>Financial Plan .....</b>	<b>33</b>
Important Assumptions .....	34
Start-Up Costs .....	34
Source and Use of Funds .....	35
Income Statement Projections .....	36
Balance Sheet .....	38
Cash Flow Statement .....	38

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# 1.

## Executive Summary

Product Offering

Objectives

Mission Statement

Keys to Success



TIP

Eveg Organic Farm, LLC is a world-class commercial organic farm that will be based in the outskirts of Tallahassee, Florida – United States. We have done our detailed market research and feasibility studies and we were able to secure a well – situated and suitable farmland to start our commercial organic farm. Our commercial organic farm is going to be a stand

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## Product Offering



TIP

The Evveg Organic Farm, LLC is a world-class commercial organic farm that is committed to cultivating both organic crops and livestock for both the United States’ market and the global market. We are in business to produce both organic food and raw materials for people and industries in commercial quantities. We will also ensure that we operate a sta

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**Fruit and vegetable growing**



**Livestock farming**



**Grain and oilseed production**



**Honey production**



**Other crop production**

## Objectives



TIP

Eveg Organic Farm has simple objectives: provide healthy and delicious tasting vegetables while simultaneously leaving a minimal carbon footprint. In order to accomplish this, the farm plans to:

- Sell 60 shares by Year 2 and have full-time in

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## Mission Statement



TIP

Eveg Organic Farm's mission is to raise the best tasting and finest quality fruits and vegetables for the local community. Evveg Organic Farm uses only natural and sustainable farming methods, free from pesticides or fertilizers. Natural foods and natural farming methods leave a smaller carbon footprint while simultaneously improves the health of its customers

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TIP

Eveg Organic Farm's slogan is simple: "*Live life simply and simply live*". The owners also believe in contributing to their community and the planet by:

**Local:** Evveg Organic Farm believes that in order for the survival of the planet, we must rely on local resources. Buying from local f

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## Guiding Principles

Start writing here...

## Keys to Success



TIP

Below are an Evveg Organic Farm's Keys to Success:

**Superlative Communication** – Evveg Organic Farm keeps its members current on all aspects of the farm – through its weekly newsletters and blog updates on what is happening during the winter months such as

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# 2.

## Business Overview

Management & Ownership

Legal Formation

Start-Up Summary

Location and Facilities



TIP

John and Jane Burns run, manage, and operate Eveg Organic Farm. The company initially sold the farm to market then quickly began supporting local restaurants with a surplus (waste) sold at the local farmers market. John and Jane are operating the business as a CSA, a business for the first time this year.

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## Management & Ownership

Eveg Organic Farm is a C-Corporation formed in the State of Wisconsin and is wholly owned by John and Jane Burns.



### JOHN BURNS

Owner - [john.burns@example.com](mailto:john.burns@example.com)

John Burns, a former Human Resources Director at Sargento Cheese, was recently downsized. Not desiring to re-enter corporate America, and concerned about the environment, global issues, and the state of the economy, John began expanding his family garden. What began as a way for the family to save some money and reduce the carbon footprint, today has grown from its small ¼ acre plot to over 1+ acre with plans for expansion to 12+ acres. A shrewd businessman and well known in the community, John initially approached colleagues and friends in the local restaurant community. These connections marked the beginning of business for the startup farm and as word of mouth spread, Eveg Organic Farm attracted ten other additional restaurants. All surplus was sold at the local farmer's market.



### JANE BURNS

[Jane.burns@example.com](mailto:jane.burns@example.com)

Jane Burns is an elementary school teacher for the Sheboygan Area School District. A graduate of Marquette University in Milwaukee, Jane has been teaching fifth grade Science for over ten years. Raised on a family dairy farm, Jane's family also had a small fruit and vegetable farm and she loved helping the family grow and harvest the crop. Mrs. Burn's summer schedule is flexible and helps the family maintain the garden during the busy summer growing season.

## Legal Formation



Eveg Organic Farm is a C-Corporation formed in the State of Wisconsin. The entity is wholly owned by John and Jane Burns.

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*Start Writing here...*

## Start-Up Summary



The Burns have been managing the family farm successfully for the last fifteen years. Recently the owners installed a greenhouse with warming lights for early starts. They also invested in a pickup truck (2005 Ford F150) for delivering vegetables to the members. Most recently they purchased a tractor and borrowed their neighbor's attachments as needed.

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## Location and Facilities



Eveg Organic Farm is located in Plymouth, Wisconsin, located in Sheboygan County Wisconsin. Sheboygan County is located in east-central Wisconsin. Sheboygan County is a one-hour drive to



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# 3.

## Products & Services

Product Overview

Competitive Comparison

Product/Service Sourcing

Inventory Management

Warehousing and Fulfillment

Future Products & Services

## Product Overview



Eveg Organic Farm's growing season will start in early May and end in October with the goal of 20 weeks. Shares will be comprised of approximately 10-15 different crops every 8 weeks of in-season produce. Here is an example of types of produce throughout the season:

### Seasons & Products



#### Spring

Beets, Broccoli, Cabbage, Carrots, Garlic, Green Onions, Kale, Lettuce (several varieties), Radishes, Peas, Spinach



#### Summer

Beans, Carrots, Cucumbers, Eggplant, Green Onions, Leeks, Melons, Onions, Sweet Peppers, Summer Squash, Tomatoes, Zucchini



#### Fall

Beans, Beets, Broccoli, Cauliflower, Cucumbers, Chard, Lettuce (several varieties), Potatoes, Red Onions, Spinach, Winter Squash



**TIP**

All share sales are sold in advance.

A Full Share will provide a family of four vegetables for a week. (estimate). Likewise, a Half Share provides a week of vegetables for two people. Full Shares are \$750 and Half Shares are \$375 for the s

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## Competitive Comparison



**TIP**

Plymouth, Wisconsin, reports six CSA entities, of which three represent direct competition for the subject.

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*Start Writing here...*

## Product/Service Sourcing

All produce will be grown on Eveg Organic Farm. John and Jane Burns will both actively work and manage the farm.



**TIP**

At Eveg Organic Farm, members have the option for home delivery or to travel to the farm on the scheduled pickup day.

The home delivery choice is what most members prefer and allows the Burns to deliver the farm-fresh produce directly. This distr

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## Distribution

*Start writing here...*

## Inventory Management



TIP

We don't need to store products. The CSA farm concept is all about freshness. The produce is delivered immediately from the farm to the (member's) table.

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## Warehousing and Fulfillment

N/A

## Future Products & Services



TIP

The owners of the farm have plans to introduce honey bees the following season and offer honey as another organic product.

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## Honey Bees

*Start writing here...*



TIP

On occasion, Eveg Organic Farm partners with its neighboring dairy farm and an organic bakery in town. From time to time members will find fresh cheeses and organic bread in their weekly selection boxes. Eveg Organic Farm owners are currently considering joining forces with a local orchard company as well. The orchard will supply apple butter and jams.

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## Dairy Products

*Start writing here...*



TIP

Within one year, Eveg Organic Farm plans to utilize an additional acre and add 30 more families to their growing share program. They plan to add 30 more families (shares) by Year Three. Eveg Organic Farm has long term plans to purchase an additional 9 acres or a total of 360 shares. To support the farm they will hire apprentice farmers, part-time delivery c

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## Community Sharing

Start writing here...



TIP

Other future plans include accessing the internet to increase awareness and the importance of local and community farming. Jane Burns is compiling a recipe E-book that will supplement cash flow during non-productive months. In his spare time, John Burns is also compiling an E-Book to sell on Eveg Organic Farm website. The book will focus on mode

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## Farming Awareness Program

Start writing here...



TIP

Additionally, Eveg Organic Farm will publish a weekly newsletter to be included in the member's box as well as the website. The newsletter will identify what is in the weekly box, what is happening on the farm, and recipes. The newsletter will educate members on seasonal eating and sustainable principles.

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## Customer Updates

Start writing here...



TIP

Eveg Organic Farm has future plans for constructing a vegetable processing area with electricity and water. The facility will have a walk-in cooler, a washing and grading area, stainless steel tables, and two scales. Additional capital expenditures will be for the purchase of a newer (used) pickup truck and attachments for their tractor. (Currently, they borrow

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## Vegetable Processing

Start writing here...

# 4.

## Market Analysis

Industry Analysis

Market Tests

Target Market Segment Strategy



TIP

Sheboygan County's cost of living is lower than the national average and housing costs are much lower than the national average. At the same time, Sheboygan County's personal income is greater than the national average. In other words, this community not only has a high demand for organic items, but it can afford them as well.

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Start Writing here...

## Industry Analysis



TIP

This analysis is based on the North American Industry Classification System ("NAICS") 111998: Agriculture – All Other Miscellaneous Crop Farming. The US crop production industry includes about 1 million farms with combined annual revenue of about \$205 billion. Major companies include Dole Food Company, Chiquita Brands International, and Sunkist Growers.

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Start Writing here...



TIP

The US crop production industry includes about 1 million farms with combined annual revenue of about \$205 billion. (First Research) Although the USDA does not have official statistics on U.S. organic retail sales, information is available from industry sources. U.S. sales of organic products were \$21.1 billion in 2008--over 3 percent of total food sales and

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## Market Size

Start writing here...



TIP

Major participants include Dole Food Company, Chiquita Brands International, and Sunkist Growers. (First Research)

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## Industry Participants

Start writing here...



TIP

2008, Sheboygan County's median household income was \$51,681 and the mean household income was estimated to be \$61,889.

Nearly 72 percent of Sheboygan County's housing units are owner-occupied.

The median housing value in Sheboygan County is

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## Market Segments

*Start writing here...*

## Market Tests



TIP

While selling produce to local restaurants, Mr. Burns realized that the CSA option could potentially come to fruition. Historically the restaurant patrons always asked the source of the beautiful and delicate lettuces and quality tomatoes. Realizing the popularity of his produce, Mr. Burns, while continuing on a quest for global carbon footprint reduction, beg

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*Start Writing here...*

## Target Market Segment Strategy



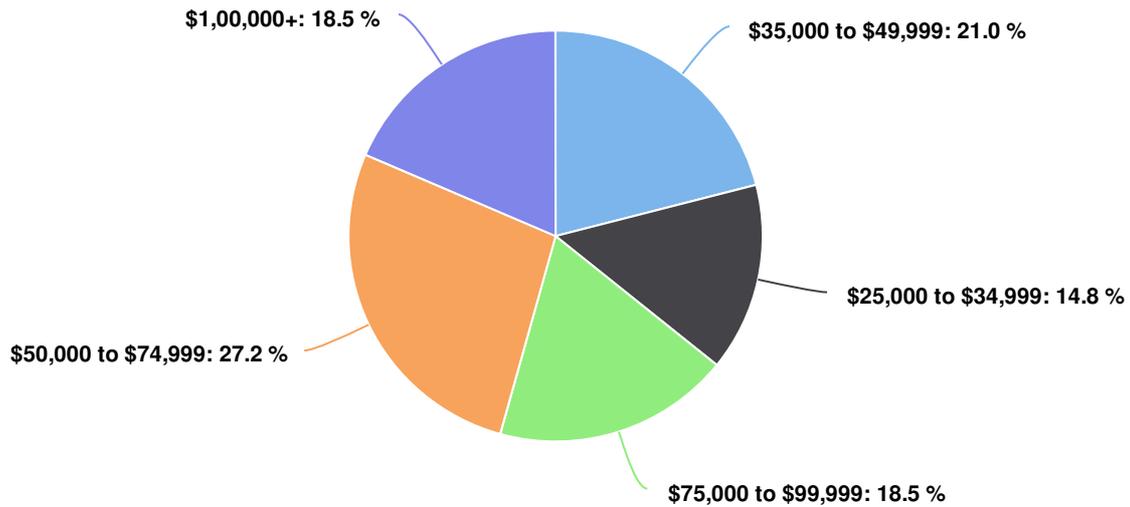
TIP

Eveg Organic Farm is targeting households with earnings in excess of \$50,000 in the greater Sheboygan County. Approximately 51 percent of the population resides in this category. Other farmers have missed this target by focusing on traditional farming methods while Evveg Organic Farm has obtained the Certified Organic stamp of approval. Additionally, E

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*Start Writing here...*

The following chart depicts the target market



TIP

According to a USDA survey of market managers (Organic Produce, Price Premiums, and Eco-Labeling in U.S. Farmers' Markets, April 2004) found that demand for organic products was strong or moderate in most of the farmers' markets surveyed around the country and that the managers felt more organic farmers were needed to meet consumer demand in

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## Market Needs

Start writing here...



TIP

While consumers may not understand all the requirements associated with being certified organic, they are comfortable with the label. Which is why Eveg Organic Farm sought the services of the independent certification agency and has earned the distinction to be labeled an organic farm. Comparatively, their CSA counterparts that continue to operate by traditi

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## Market Trends

Start writing here...



TIP

U.S. sales of organic products were \$21.1 billion in 2008 - over 3 percent of total food sales- and were expected to reach \$23.0 billion in 2009 (Nutrition Business Journal).

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## Market Growth

Start writing here...



**TIP**

Eveg Organic Farm is aware that its members are crucial to its survival and growth. The owners will make certain each member feels that Evveg Organic Farm is indeed his/her farm! After all, they do own a portion of the farm! The Burns will encourage its members to stop by to see operations. In addition, the owners will host an open house at harvest time to c

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## Positioning

*Start writing here...*

# 5.

## Competitive Analysis

Direct Competitors

Indirect Competitors

SWOT Analysis

## Direct Competitors

Plymouth, Wisconsin reports six CSA entities, of which three represent **direct competition** for the subject.



TIP

**Location:** W4873 County Hwy U  
Plymouth, WI 53073

<http://ljcomerford.wordpress.com/>

This is a 22-acre family-owned farm and has been open since 2012. To unlock help try Upmetrics!

## Backyard Bounty

Start writing here...



TIP

**Location:** N5575 County Road ZZ  
Plymouth, WI 53073

<http://www.eilertsacres.com/>

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## Eilert's Acres

Start writing here...



TIP

**Location:** W7065 Silver Spring Lane  
Plymouth, WI 53073

<http://www.springdalefarmcsa.org/>

This CSA farm is the most established in the direct competition. To unlock help try Upmetrics!

## Springdale Farms

Start writing here...

## Indirect Competitors

The following are CSA businesses that compete indirectly with the subject:



TIP

**Location:** W6028 County Road C  
Plymouth, WI 53073

<http://www.oldplankfarm.com/>

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## Old Plank Farm

*Start writing here...*



TIP

**Location:** N4797 County Rd E  
Plymouth, WI 53073

[www.logcabinorchard.com](http://www.logcabinorchard.com)

This indirect competitor is a fruit orchard selling app

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## Log Cabin Orchard

*Start writing here...*

## SWOT Analysis



TIP

SWOT stands for strengths, weaknesses, opportunities, and threats. The following is the SWOT analysis for Eveg Organic Farm.

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*Start Writing here...*

## Strengths

---

Eveg Organic Farm receives share proceeds prior to the start of the season which helps to pay for seeds, supplies, and inputs

During the off-season, the owners of Evveg Organic Farm can market and recruit new members and complete their E-Books

Eveg Organic Farm will establish long term relationships with its members lasting at least one season

Members share in the financial risks of the farm

Low capital requirements, relatively inexpensive startup business



## Weaknesses

---

As many as 30 or more different crops must be grown to provide diversity to members throughout the season

Location-if the farm is not close to its customers, it becomes burdensome for the farmer to make deliveries

Labor intensive – during the season, crops are continually being planted, harvested, cleaned, sorted, and packed – leaving little extra time for the farmer

Member retention is key – if the member is not happy the likelihood of returning next season or providing a good recommendation is not good.



## Opportunities

---

The greater Sheboygan County is a prime location for organic produce with historically high demand.

Because many farmers still utilize traditional farming methods (pesticide and herbicide applications) Evveg Organic Farm stands out from the crowd with its Certified Organic stamp of approval



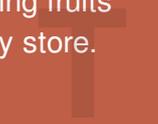
## Threats

---

New entrants to the market pose a threat. Partially mitigating this risk is the recommended 2-3 year trial farming period – which would give Evveg Organic Farm the necessary 'heads-up' to go against (said) competitors.

Weather, storms, pests – can damage or even destroy crops.

The farm is economically tied, and in inflationary times, consumers could revert back to traditional methods of buying fruits and vegetables at the local grocery store.



# 6.

## Marketing & Sales Plan

Strategy Pyramid

Unique Selling Proposition (USP)

Competitive Edge

Marketing Strategy and Positioning

Sales Strategy

Legal

Milestones

Exit Strategy



TIP

Eveg Organic Farm is targeting households with earnings in excess of \$50,000 in the greater Sheboygan County. Other farmers have missed this target by focusing on traditional farming methods while Evveg Organic Farm has obtained the Certified Organic stamp of approval. Additionally, Evveg Organic Farm will focus its energies primarily on its members and pro

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## Strategy Pyramid



TIP

**Strategy:** Create awareness that Evveg Organic Farm delivers a wide variety of quality wholesome and healthy vegetables on a consistent basis.

**Tactics:** Create a specific, detailed planting guide, planting several times over the growing season.

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## Unique Selling Proposition (USP)



TIP

Jane and John Burns stand out from the competition: They are experienced operators and have demonstrated the ability to grow large quantities of many different vegetables. They have demonstrated their ability to manage the crops, harvest, pack, and deliver to their customers. They are doing business as a CSA. And unlike their conventional farming pe

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## Competitive Edge



TIP

CSA farming differs greatly from traditional farming due to the fact that members have ownership shares in the farm. Bearing this in mind, Evveg Organic Farm will wholeheartedly focus on this vital aspect to retain members. The owners will constantly stay in touch with their members and encourage them to come and visit 'their' farm.

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Start Writing here...

## Marketing Strategy and Positioning



TIP

Eveg Organic Farm will utilize product differentiation to stand apart from the competition. By growing wholesome organic produce, offering farm to door service, and actively engaging with its members, Evveg Organic Farm will go above and beyond to maintain and grow its member base.

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*Start Writing here...*



TIP

Eveg Organic Farm will be the premier organic CSA in the greater Sheboygan County by offering at least 30 of the most delicious and mouthwatering organic vegetables available in the local growing area and by providing exceptional relationships with its members, its community, and the planet.

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## Positioning Statement

*Start writing here...*



TIP

Eveg Organic Farm will utilize a fair price for a fair value. Some research suggests that the CSA farm is usually lower in price than organically grown food from local markets and is often less than foods from the supermarket. This could be a selling point for attracting new members, however, it also important to note this is not about cheap food.

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## Pricing Strategy

*Start writing here...*



TIP

The best strategy is the word of mouth advertising. When people are happy with their shares they tell friends.

Eveg Organic Farm will place brochures with other CSA businesses such as the local organic bakery and neighboring dairy farm.

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## Promotion and Advertising Strategy

*Start writing here...*



TIP

Eveg Organic Farm's website will be a vital key in marketing. In addition to providing its history, location, and contact information, the site will also have links to its CSA affiliations, the USDA website, and current organic industry topics. The website will also have links to the current weekly newsletter (during the season) and off-season the owners will r

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## Website

Start writing here...



TIP

Eveg Organic Farm will actively work to engage its members and the local community by:

- Creating flyers and brochures and posting in community gathering places such as churches, community centers, farmer

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## Marketing Programs

Start writing here...

## Sales Strategy



TIP

Eveg Organic Farm has already sold all 30 of its shares for the upcoming season with future plans to sell 60 shares in Year Two and 90 shares in Year Three. In order to meet these goals, the farmers will continue to rely on advertising fliers, its online presence, and most importantly word of mouth. The word of mouth recommendation from a satisfied

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## Sales Forecast

The following table represents the annual sales forecast for the initial three years of operations:

Annual Sales Forecast	Year1	Year2	Year3
Full share	\$23,250	\$46,500	\$69,750
E-Books & Cook Books	\$100	\$100	\$550
Honey	\$0	\$0	\$320
Gross Margin	\$23,350	\$46,600	\$70,620



TIP

Eveg Organic Farm's primary sales program is the sale of shares. Additional sales programs will come from the sale of their forthcoming books. Honey production is expected to come online by Year Three.

During the slow winter months, both John and Jane

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## Sales Programs

Start writing here...

## Legal



**TIP**

Eveg Organic Farm is a C-Corporation doing business in the State of Wisconsin.

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Start Writing here...

## Milestones

The following chart depicts the Milestones Evveg Organic Farm anticipates achieving:

Milestone	Date
Obtain Certified Organic Seal of Approval	[Date]
Pre Sell 80% of Shares	[Date]
Complete E-Book & Sell on website	[Date]
Pre Sell all 60 Shares	[Date]
Pre Sell all 90 Shares	[Date]
Establish an excellent credit record and qualify for a commercial loan to purchase an additional 9 acres	[Date]

## Exit Strategy



**TIP**

In the event that Evveg Organic Farm will cease operations, all assets (farm equipment, tools, scales) will be sold at auction. Proceeds from the sale will be first be used to pay off the financial obligation to the operating capital loan and the remaining proceeds will be paid to the members (if any obligations remain).

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Start Writing here...

# 7.

## Organization and Management

- Organizational Structure
- Management Team
- Management Team Gaps
- Personnel Plan
- Board of Directors

## Organizational Structure



TIP

Eveg Organic Farm will be wholly owned and operated by John and Jane Burns. Mr. Burns will perform all office and accounting functions such as calculating the initial garden costs, seed costs, and planting times. Both owners will harvest the crop. Evveg Organic Farm will hire one apprentice farmer for each additional acre that is cultivated. Ov

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## Management Team



### JOHN BURNS

[john.burns@example.com](mailto:john.burns@example.com)

John Burns will actively manage the farm. Farm management duties will include the creation of a detailed planting guide and building a living soil. Only sustainable and organic farming methods will be used with no reliance on off-farm inputs and chemical pesticides/fertilizers. Growing methods include crop rotation, planting cover crops, applying finished compost and mulches, and encouraging beneficial insects, weed management, irrigation, and harvesting. Mr. Burns will also be responsible for preparing detailed accounting records for their tax accountant.



### JANE BURNS

[jane.burns@example.com](mailto:jane.burns@example.com)

Jane Burns will also actively participate in managing the crop during the busy summer months. During the slower winter months, both will work to complete their E-books which will be sold online and supplement revenue. They will also actively market Evveg Organic Farm by speaking to local civic groups, providing tours of the farm, and drafting the weekly newsletters.

## Management Team Gaps



TIP

Eveg Organic Farm will rely on its Tax Accountant to assist with tax reporting.

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Start Writing here...

## Personnel Plan

The following is a summary of Eveg Organic Farm's Personnel Plan.

Position	Year1	Year2	Year3
Farmers(Owners)	10,800	10,800	10,800
Apprentice		14,400	31,200
Apprentice			14,400
<b>Total Personnel Costs</b>	10,800	25,200	56,400

## Board of Directors

Start Writing here...

# 8.

## Financial Plan

Important Assumptions

Start-Up Costs

Source and Use of Funds

Income Statement Projections

Balance Sheet

Cash Flow Statement



TIP

The financial plan will cover the following:

- Required Cost of Start-Up
- Profit and Loss
- Cash Flow

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Start Writing here...

## Important Assumptions



TIP

- Revenues increased 50% Year One and 33% Year Two
- The following variable expenses are tied to volumes and will increase the same amount as revenue: salaries, fuel charges, postage, repairs and maintenance, and supplies

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Start Writing here...

## Start-Up Costs

The following chart summarizes start-up expenses:

Startup Expenses	Amount
Operating Capital	[Amount]
Salaries & Wages	
Insurance Premiums	
Beginning Inventory	
Legal and Accounting Fees	
Rent Deposits	
Utility Deposits	
Supplies	
Advertising and promotions	
Licenses	
Other Initial Costs	
Working Capital	

Startup Expenses	Amount
Total Startup Expenses	

Startup Assets	
Real Estate	[Amount]
Buildings	
Leasehold Improvements	
Equipment	
Furniture and Fixtures	
Vehicles	
Other Fixed Assets	
<b>Total Startup Assets</b>	

## Source and Use of Funds

To date, the owners have come out of pocket approximately \$40,600 or 74 percent of the project's total costs. The following chart summarizes the source and use of funds:

Source Of Funds	Amount
Owner's Contribution	[Amount]
Commercial Loan	
Commercial Mortgage	
Inventory & Working Capital Loan	
<b>Total Source Of Funds</b>	

Use Of Funds	Amount
Fixed Assets	[Amount]
Operating Capital	
<b>Total Use of Funds</b>	

## Income Statement Projections

Eveg Organic Farm's estimated profit and loss for the initial three years of operations is reflected below:

	Year1	Year2	Year3	Year4	Year5
Revenues					
Product/Service A	\$151,200	\$333,396	\$367,569	\$405,245	\$446,783
Product/Service B	\$100,800	\$222,264	\$245,046	\$270,163	\$297,855
<b>Total Revenues</b>	\$252,000	\$555,660	\$612,615	\$675,408	\$744,638
<b>Expenses &amp; Costs</b>					
Cost of goods sold	\$57,960	\$122,245	\$122,523	\$128,328	\$134,035
Lease	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Marketing	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000
Salaries	\$133,890	\$204,030	\$224,943	\$236,190	\$248,000
Other Expenses	\$3,500	\$4,000	\$4,500	\$5,000	\$5,500
<b>Total Expenses &amp; Costs</b>	\$271,850	\$412,775	\$435,504	\$454,131	\$473,263
<b>EBITDA</b>	(\$19,850)	\$142,885	\$177,112	\$221,277	\$271,374
Depreciation	\$36,960	\$36,960	\$36,960	\$36,960	\$36,960
EBIT	(\$56,810)	\$105,925	\$140,152	\$184,317	\$234,414
Interest	\$23,621	\$20,668	\$17,716	\$14,763	\$11,810
PRETAX INCOME	(\$80,431)	\$85,257	\$122,436	\$169,554	\$222,604
Net Operating Loss	(\$80,431)	(\$80,431)	\$0	\$0	\$0
Income Tax Expense	\$0	\$1,689	\$42,853	\$59,344	\$77,911
<b>NET INCOME</b>	(\$80,431)	\$83,568	\$79,583	\$110,210	\$144,693

	Year1	Year2	Year3	Year4	Year5
<b>Net Profit Margin (%)</b>	-	15.00%	13.00%	16.30%	19.40%

## Balance Sheet

	Year1	Year2	Year3	Year4	Year5
<b>ASSETS</b>					
Cash	\$16,710	\$90,188	\$158,957	\$258,570	\$392,389
Accounts receivable	\$0	\$0	\$0	\$0	\$0
Inventory	\$21,000	\$23,153	\$25,526	\$28,142	\$31,027
<b>Total Current Assets</b>	\$37,710	\$113,340	\$184,482	\$286,712	\$423,416
Fixed assets	\$246,450	\$246,450	\$246,450	\$246,450	\$246,450
Depreciation	\$36,960	\$73,920	\$110,880	\$147,840	\$184,800
<b>Net fixed assets</b>	\$209,490	\$172,530	\$135,570	\$98,610	\$61,650
<b>TOTAL ASSETS</b>	\$247,200	\$285,870	\$320,052	\$385,322	\$485,066
<b>LIABILITIES &amp; EQUITY</b>					
Debt	\$317,971	\$272,546	\$227,122	\$181,698	\$136,273
Accounts payable	\$9,660	\$10,187	\$10,210	\$10,694	\$11,170
<b>Total Liabilities</b>	\$327,631	\$282,733	\$237,332	\$192,391	\$147,443
Share Capital	\$0	\$0	\$0	\$0	\$0
Retained earnings	(\$80,431)	\$3,137	\$82,720	\$192,930	\$337,623
<b>Total Equity</b>	(\$80,431)	\$3,137	\$82,720	\$192,930	\$337,623
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$247,200	\$285,870	\$320,052	\$385,322	\$485,066

## Cash Flow Statement

	Year1	Year2	Year3	Year4	Year5
<b>CASH FLOW FROM OPERATIONS</b>					

	Year1	Year2	Year3	Year4	Year5
Net Income (Loss)	(\$80,431)	\$83,568	\$79,583	\$110,210	\$144,693
Change in working capital	(\$11,340)	(\$1,625)	(\$2,350)	(\$2,133)	(\$2,409)
Depreciation	\$36,960	\$36,960	\$36,960	\$36,960	\$36,960
<b>Net Cash Flow from Operations</b>	<b>(\$54,811)</b>	<b>\$118,902</b>	<b>\$114,193</b>	<b>\$145,037</b>	<b>\$179,244</b>
CASH FLOW FROM INVESTMENTS					
Investment	(\$246,450)	\$0	\$0	\$0	\$0
<b>Net Cash Flow from Investments</b>	<b>(\$246,450)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
CASH FLOW FROM FINANCING					
Cash from equity	\$0	\$0	\$0	\$0	\$0
Cash from debt	\$317,971	(\$45,424)	(\$45,424)	(\$45,424)	(\$45,424)
<b>Net Cash Flow from Financing</b>	<b>\$317,971</b>	<b>(\$45,424)</b>	<b>(\$45,424)</b>	<b>(\$45,424)</b>	<b>(\$45,424)</b>
SUMMARY					
Net Cash Flow	\$16,710	\$73,478	\$68,769	\$99,613	\$133,819
Cash at Beginning of Period	\$0	\$16,710	\$90,188	\$158,957	\$258,570
<b>Cash at End of Period</b>	<b>\$16,710</b>	<b>\$90,188</b>	<b>\$158,957</b>	<b>\$258,570</b>	<b>\$392,389</b>

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