



Furniture Company

Business Plan


[YEAR]


Crafted by highly specialized workers


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Prepared By

 **John Doe**

 (650) 359-3153

 10200 Bolsa Ave, Westminster, CA, 92683

 info@example.com


 <https://example.com>

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Financial Plan

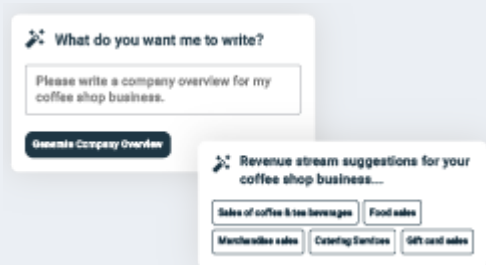
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1.

Executive Summary

Business Overview

Mission

Objectives

Success Factors

Financial Highlights



REMEMBER

Before you think about how to start furniture manufacturing services, you must create a detailed furniture manufacturing business plan. It will not only guide you in the initial phases of your startup but will

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Business Overview

☐ Carpentaria

Carpentaria Furniture is a standard and registered furniture manufacturing that will be located in Sharonville - Ohio; in an ideal location highly suitable for the kind of business we want to establish. A company specializing in custom cabinets for the high-end

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Mission

☐ Carpentaria

To deliver a high-quality product, on time and within budget while also providing a fast, error-free ordering system.

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Objectives

☐ Carpentaria

The company objectives are:

- To be a top cabinet supplier to luxury homes in the regional market

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Success Factors

Carpentaria

Carpentaria Furniture is uniquely qualified to succeed for the following reasons:

- There is currently no furniture store devoted to local manufacture in the community we


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Financial Highlights

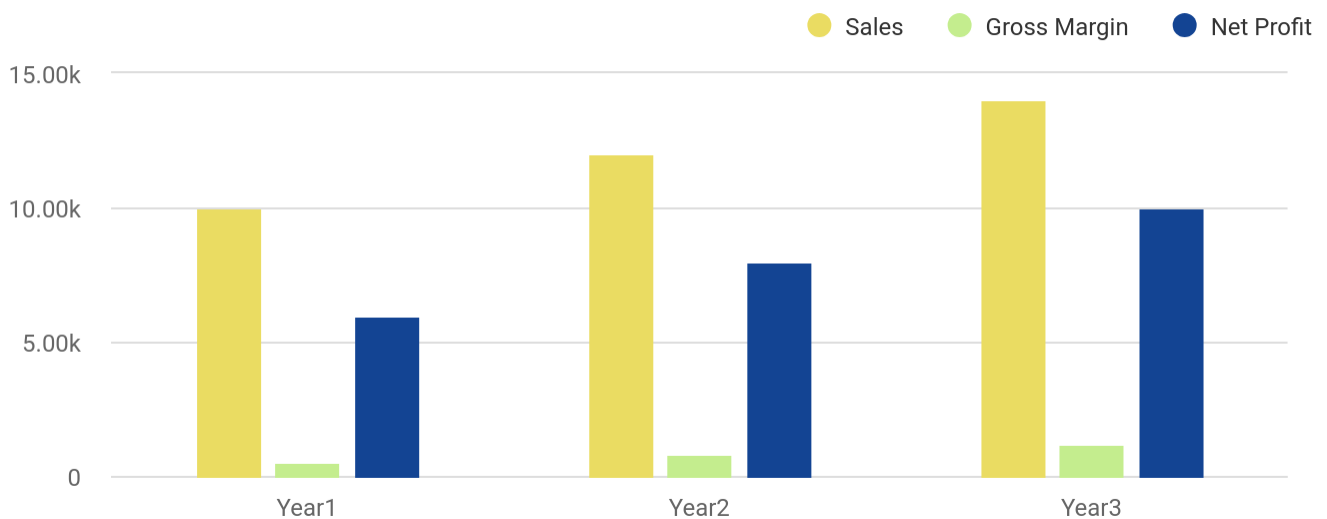
Carpentaria

The company owners have provided the capital to cover start-up expenses. The company currently seeks a 3-year commercial loan to cover the operating expenses. Specifically, these funds will be used as follows:

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3 Year profit forecast



Financial Year	Sales	Gross Margin	Net Profit
Year1	10,000	500	6,000
Year2	12,000	800	8,000

Financial Year	Sales	Gross Margin	Net Profit
Year3	14,000	1,200	10,000

	FY 1	FY 2	FY 3	FY 4	FY 5
Revenue	\$1,080,000	\$2,472,768	\$2,830,825	\$3,240,728	\$3,709,986
Total Expenses	\$962,000	\$1,539,107	\$1,719,742	\$1,901,321	\$2,112,641
EBITDA	\$118,000	\$933,661	\$1,111,082	\$1,339,407	\$1,597,344
Depreciation	\$25,600	\$25,600	\$25,600	\$25,600	\$25,600
EBIT	\$92,400	\$908,061	\$1,085,482	\$1,313,807	\$1,571,744
Interest	\$29,946	\$26,202	\$22,459	\$18,716	\$14,973
Pre Tax Income	\$62,455	\$881,858	\$1,063,023	\$1,295,091	\$1,556,772
Income Tax Expense	\$21,859	\$308,650	\$372,058	\$453,282	\$544,870
Net Income	\$40,595	\$573,208	\$690,965	\$841,809	\$1,011,902
Number of locations	1	1	1	1	1
Average customers/day	20	22	23	25	27
Number of orders	3,600	7,776	8,398	9,070	9,796

2.

Business Description

Ownership

Start-up Summary

Funding Required

Ownership

Carpentaria

Carpentaria Furniture will be owned and operated by Bill Moore who has been in the furniture industry for the last 20 years. Bill has been planning this startup for the last couple of years and, thus, has all resources including the right knowledge for starting

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Start-up Summary

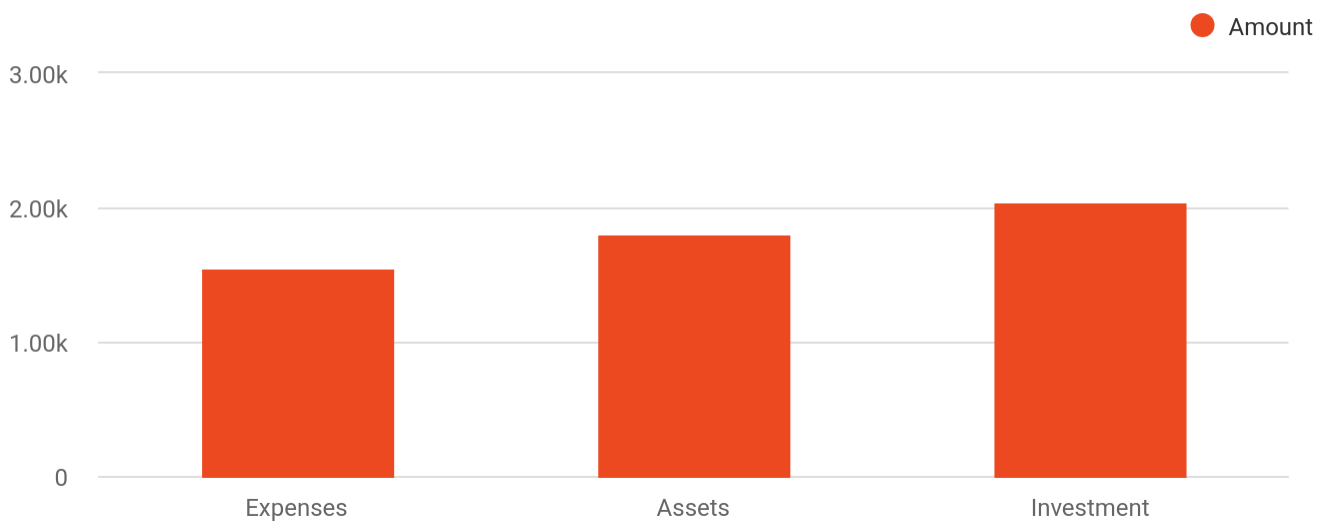
Carpentaria

Total start-up expenses, including tools, software, stationery, and related expenses are shown below. Bill Moore will provide the bulk of the start-up financing. At the same time, the company plans to receive a 3-year commercial loan facility, which will help meet

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Startup cost



Cost distribution

Amount

Expenses

1,550

Assets

1,800

Cost distribution**Amount****Investment**

2,050

Funding Required

The detailed startup requirements and expenses are given in the table below.

START-UP REQUIREMENTS	AMOUNT
Business Cards	\$100
Drill Press	\$1,916
Cabinet Jacks	\$713
Kitchen Builder Software	\$2,495
Lateral File	\$236
Sign	\$1,154
Seat Cushions	\$338
Phone Transfer	\$64
First/Last/ Deposit	\$2,400
Marketing	\$4,430
Level Package	\$1,005
Sure Trak Software	\$499
Estimating Database	\$2,200
Software Lease Buyout	\$7,092
TOTAL START-UP EXPENSES	\$24,642
Start-up Assets	
Cash Required	\$89,299
Other Current Assets	\$14,478
Long-term Assets	\$0
TOTAL ASSETS	\$103,777
Total Requirements	\$128,419

3.

Products and Services

Products and services



REMEMBER

Before starting a furniture manufacturing business, you must take many things into consideration such as you must consider what types of furniture services will you be providing to your customers. De

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☐ Carpentaria

The Wood House will be manufacturing the following supreme-class furniture products for its customers:

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Products and services



Single and double beds



Sofas and luxury wooden chairs



Study and dining tables



Drawers and chests



Desks and office chairs



Bookcases and cabinets

📁 Carpentaria

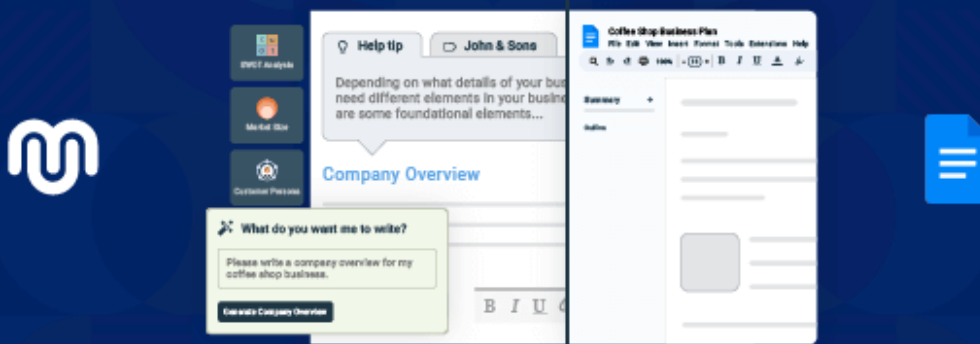
Bill has started the furniture business to introduce space-efficient foldable furniture products for minimizing space usage along with the commercial production of usual furniture products. The company will also offer repair and maintenance services like polishing, refinishing, and staining.

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Market Analysis

Market Trends

Target Market Segment Strategy

Industry Analysis



REMEMBER

The most important component of an effective furniture manufacturing business plan is its accurate marketing analysis. If you are starting on a smaller scale, you can do marketing analysis yourself.

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Market Trends

Carpentaria

Carpentaria Furniture will be focusing on architects, owners, and contractors in the regional area who are involved in the high-end residential, resort, and commercial development segments.

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Target Market Segment Strategy

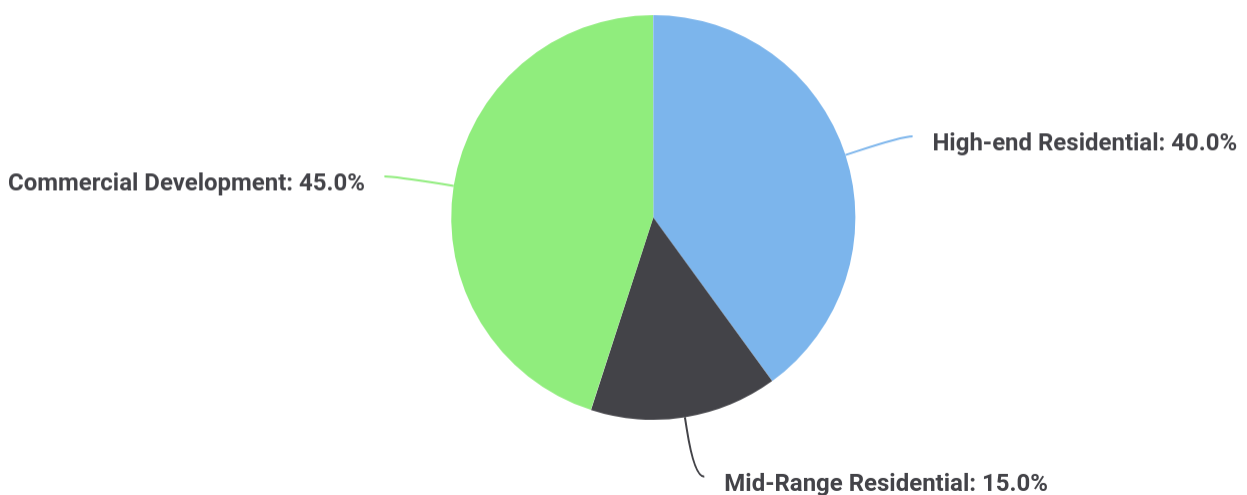
Carpentaria

Carpentaria Furniture will be focusing on contacting contractors and architects that deal with the luxury home market. Making ourselves known to these entities will generate some strong leads, along with getting personal recommendations to the home owners.

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Marketing share



Segments

Market share

High-end Residential 40

Mid-Range Residential 15

Commercial Development 45

Potential Customers	Growth	Year 1	Year 2	Year 3	Year 4	Year 5	CAGR
High-end residential	3%	5,260	5,418	5,581	5,748	5,920	3.00%
Mid-range residential	5%	3,500	3,675	3,859	4,052	4,255	5.00%
Commercial development	7%	10,000	10,700	11,449	12,250	13,108	7.00%
Total	5.55%	18,760	19,793	20,889	22,050	23,283	5.55%

Industry Analysis

☐ Carpentaria

There are two main types of cabinet suppliers in the industry.


- Resellers of complete cabinet sets using stock items where the cabinets turn up

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☐ Carpentaria

The high-end cabinet market understands the concept of service and support and is more likely to pay for it when the offering is clearly stated.

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Competition and Buying Patterns

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5.

Strategy

Competitive Edge

Sales Strategy

Milestones



REMEMBER

After identifying the market demand, market trends, and the potential customers of the startup, the next step is to define an effective strategy for attracting those customers. Like marketing analysis

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☐ Carpentaria

Sharonville, Ohio is experiencing steady growth in the high-end residential markets and there is a consensus of continued growth in the area. Taking part in this growth, while providing attention to the design development, ordering process, project manag

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Competitive Edge

☐ Carpentaria

Our competitive edge is our ability to provide high volumes and flexibility in style while maintaining a quality product backed by excellent service.

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Sales Strategy

☐ Carpentaria

Our sales strategy is to make ourselves known through mailings, print advertising, and personal contact with architects and contractors who are primarily involved with the design/construction of commercial development and luxury homes.

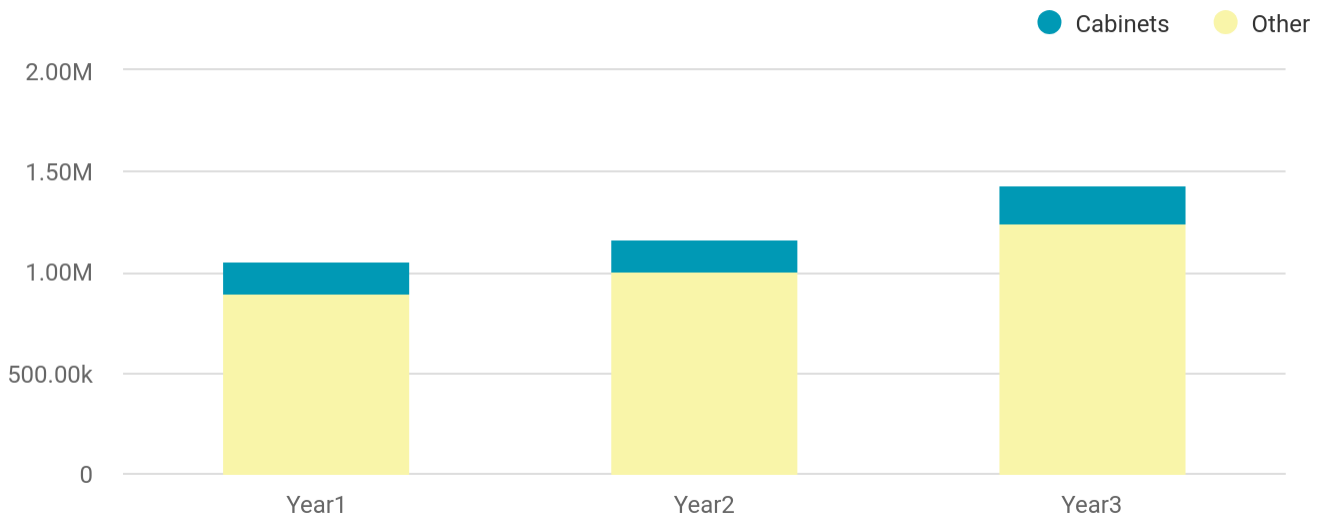
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Sales Forecast

The following table shows the projected cabinet sales. As the company gets established in the market, we anticipate strong sales growth over the next three years.

Sales Yearly



Financial Year	Cabinets	Other
Year1	158,745	895,665
Year2	164,548	1,004,512
Year3	186,541	1,245,587

Detailed Sales Forecast

Detailed sales forecast data is provided in below table:

SALES FORECAST	YEAR 1	YEAR 2	YEAR 3
Sales			
Cabinets	\$442,000	\$1,000,000	\$1,500,000
Other	\$0	\$0	\$0
TOTAL SALES	\$442,000	\$1,000,000	\$1,500,000
Direct Cost of Sales			
Cabinets	\$301,600	\$725,000	\$1,087,500
Other	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$301,600	\$725,000	\$1,087,500

Milestones

The accompanying table lists important program milestones, with dates and managers in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

Milestone	Start Date	End Date	Budget	Manager	Department
Business Plan	1/15/2020	1/31/2020	\$2,000	Brent & Marty	Marketing
Online Research	1/15/2020	1/19/2020	\$350	Brent	Marketing
Open Accounts with Suppliers	1/15/2020	1/26/2020	\$350	Brent	Web
Door Research	1/15/2020	1/26/2020	\$500	Brent & Marty	Web
Design Doors	1/15/2020	1/26/2020	\$450	Marty	Department
Order Sample Doors	1/22/2020	2/01/2020	\$1,000	Marty	Department
Design of Sales Literature	1/22/2020	1/31/2020	\$1,000	Brent & Marty	Department
Print Sales Literature	2/01/2020	2/07/2020	\$300	Brent	Department
Make Industry Contacts	1/15/2020	2/28/2020	\$1,000	Marty & Brent	Department
Showroom Feasibility Study	1/25/2020	1/31/2020	\$1,000	Marty & Brent	Department
Totals			\$7,950		

6.

Management Summary

Personnel Plan



REMEMBER

The management plan is also an important component of a furniture manufacturing business plan since it gives you an estimate of the staff required for your startup as well as the costs incurred.

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▢ Carpentaria

Bill Moore, the President, has 20 years of construction experience, from general contracting, construction management, and having his own cabinet business.

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Personnel Plan

This table shows salaries for the whole company. Salary increases are kept to a minimum to help the growth of the company. An administrative assistant will be hired later in the year.

Monthly details for this year can be found in the appendix.

PERSONNEL PLAN	YEAR 1	YEAR 2	YEAR 3
Bill Moore	\$24,000	\$38,000	\$45,000
Managers	\$24,000	\$35,000	\$40,000
Carpenters	\$18,000	\$60,000	\$85,000
Administration Assistant	\$12,000	\$24,000	\$25,000
TOTAL PEOPLE	4	6	7
Total Payroll	\$78,000	\$157,000	\$195,000

7.

Financial Plan

Important Assumptions

Break-even Analysis

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Business Ratios



REMEMBER

The last component of a furniture manufacturing business plan is an in-depth financial plan. The financial plan crafts a detailed map of all the expenses needed for the startup and how these expenses will

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Below are the initial financial goals for the company:

- Obtain an operating line of credit from a financial institution.

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Important Assumptions

The financial projections of the company are forecast on the basis of the following assumptions. These assumptions are quite conservative and are expected to show deviation but to a limited level such that the company's major financial strategy will not be affected.

	Year 1	Year 2	Year 3
Plan Month	1	2	3
Current Interest Rate	10,00%	11,00%	12,00%
Long-term Interest Rate	10,00%	10,00%	10,00%
Tax Rate	26,42%	27,76%	28,12%
Other	0	0	0

Brake-even Analysis

Monthly Units Break-even	5530
Monthly Revenue Break-even	\$159 740
Assumptions:	
Average Per-Unit Revenue	\$260,87
Average Per-Unit Variable Cost	\$0,89
Estimated Monthly Fixed Cost	\$196 410

Projected Profit and Loss

	2024	2025	2026
Revenue	\$2,378,195	\$3,244,874	\$4,682,523
Residential Furniture Sales	\$1,064,395	\$1,517,600	\$2,163,715
Unit Sales	2,129	3,035	4,327
Unit Price	\$500	\$500	\$500
Commercial Furniture Sales	\$1,043,320	\$1,294,152	\$1,825,328
Unit Sales	1,304	1,618	2,282
Unit Price	\$800	\$800	\$800
Custom Furniture	\$270,480	\$433,122	\$693,480
Unit Sales	451	722	1,156
Unit Price	\$600	\$600	\$600
Cost Of Sales	\$207,563.58	\$257,601.13	\$324,020.92
General Costs	\$207,563.58	\$257,601.13	\$324,020.92
Raw Materials	\$73,642.61	\$104,574.36	\$148,562.24
Wood	\$70,960.25	\$101,172.63	\$144,248.22
Fabric	\$2,682.36	\$3,401.73	\$4,314.02
Manufacturing Supplies	\$133,920.97	\$153,026.77	\$175,458.68
Hardware	\$126,825.01	\$142,909.63	\$161,034.10
Finishing Supplies	\$7,095.96	\$10,117.14	\$14,424.58
Revenue Specific Costs	\$0	\$0	\$0
Personnel Costs (Direct Labor)	\$0	\$0	\$0
Gross Margin	\$2,170,631.42	\$2,987,272.87	\$4,358,502.08

	2024	2025	2026
Gross Margin (%)	91.27%	92.06%	93.08%
Operating Expense	\$2,181,884.01	\$2,307,339.82	\$2,445,481.94
Payroll Expense (Indirect Labor)	\$1,441,860	\$1,473,462.60	\$1,505,848.20
Production Team	\$944,160	\$960,062.40	\$976,237.92
Carpenter	\$596,160	\$605,102.40	\$614,178.72
Finisher	\$348,000	\$354,960	\$362,059.20
Sales and Marketing	\$399,420	\$412,561.80	\$426,144.48
Sales Associate	\$283,500	\$292,005	\$300,765.36
Marketing Manager	\$115,920	\$120,556.80	\$125,379.12
Administration	\$98,280	\$100,838.40	\$103,465.80
Office Administrator	\$39,000	\$39,780	\$40,575.60
HR Specialist	\$59,280	\$61,058.40	\$62,890.20
General Expense	\$740,024.01	\$833,877.22	\$939,633.74
Facility Costs	\$69,753.65	\$78,600	\$88,568.62
Rent	\$50,729.93	\$57,163.66	\$64,413.56
Utilities	\$19,023.72	\$21,436.34	\$24,155.06
Marketing and Sales	\$659,490.16	\$743,129.83	\$837,377.08
Advertising	\$25,364.99	\$28,581.81	\$32,206.53
Sales Commissions	\$634,125.17	\$714,548.02	\$805,170.55
Operational Costs	\$10,780.20	\$12,147.39	\$13,688.04
Equipment Maintenance	\$10,145.95	\$11,432.68	\$12,882.69
Shipping and Handling	\$634.25	\$714.71	\$805.35
Bad Debt	\$0	\$0	\$0

	2024	2025	2026
Amortization of Current Assets	\$0	\$0	\$0
EBITDA	(\$11,252.59)	\$679,933.05	\$1,913,020.14
Additional Expense	\$82,757.09	\$70,897.87	\$58,352.62
Long Term Depreciation	\$42,000	\$42,000	\$42,000
Gain or loss from Sale of Assets	\$0	\$0	\$0
EBIT	(\$53,252.59)	\$637,933.05	\$1,871,020.14
Interest Expense	\$40,757.10	\$28,897.89	\$16,352.62
EBT	(\$94,009.68)	\$609,035.18	\$1,854,667.52
Income Tax Expense / Benefit	\$0	\$0	\$0
Total Expense	\$2,472,204.68	\$2,635,838.82	\$2,827,855.48
Net Income	(\$94,009.68)	\$609,035.18	\$1,854,667.52
Net Income (%)	(3.95%)	18.77%	39.61%
Retained Earning Opening	\$0	(\$174,009.68)	\$435,025.50
Owner's Distribution	\$80,000	\$0	\$0
Retained Earning Closing	(\$174,009.68)	\$435,025.50	\$2,289,693.02

Projected Cash Flow

	2024	2025	2026
Cash Received	\$2,378,195	\$3,244,874	\$4,682,523
Cash Paid	\$2,430,204.68	\$2,593,838.82	\$2,785,855.48
COS & General Expenses	\$947,587.59	\$1,091,478.35	\$1,263,654.66
Salary & Wages	\$1,441,860	\$1,473,462.60	\$1,505,848.20
Interest	\$40,757.10	\$28,897.89	\$16,352.62
Sales Tax	\$0	\$0	\$0
Income Tax	\$0	\$0	\$0
Net Cash From Operations	(\$52,009.68)	\$651,035.18	\$1,896,667.52
Assets Sell	\$0	\$0	\$0
Assets Purchase	\$700,000	\$0	\$0
Net Cash From Investments	(\$700,000)	\$0	\$0
Amount Received	\$800,000	\$0	\$0
Loan Received	\$800,000	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$0	\$0	\$0
Amount Paid	\$290,352.63	\$222,211.85	\$234,757.04
Loan Capital	\$210,352.62	\$222,211.83	\$234,757.04
Dividends & Distributions	\$80,000	\$0	\$0
Net Cash From Financing	\$509,647.37	(\$222,211.85)	(\$234,757.04)

	2024	2025	2026
Summary			
Starting Cash	\$0	(\$242,362.31)	\$186,461.02
Cash In	\$3,178,195	\$3,244,874	\$4,682,523
Cash Out	\$3,420,557.31	\$2,816,050.67	\$3,020,612.52
Change in Cash	(\$242,362.31)	\$428,823.33	\$1,661,910.48
Ending Cash	(\$242,362.31)	\$186,461.02	\$1,848,371.50

Projected Balance Sheet

	2024	2025	2026
Assets	\$415,637.69	\$802,461.02	\$2,422,371.50
Current Assets	(\$242,362.31)	\$186,461.02	\$1,848,371.50
Cash	(\$242,362.31)	\$186,461.02	\$1,848,371.50
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0
Long Term Assets	\$658,000	\$616,000	\$574,000
Gross Long Term Assets	\$700,000	\$700,000	\$700,000
Accumulated Depreciation	(\$42,000)	(\$84,000)	(\$126,000)
Liabilities & Equity	\$415,637.69	\$802,461.04	\$2,422,371.52
Liabilities	\$589,647.37	\$367,435.54	\$132,678.50
Current Liabilities	\$222,211.83	\$234,757.04	\$0
Accounts Payable	\$0	\$0	\$0
Income Tax Payable	\$0	\$0	\$0

	2024	2025	2026
Sales Tax Payable	\$0	\$0	\$0
Short Term Debt	\$222,211.83	\$234,757.04	\$0
Long Term Liabilities	\$367,435.54	\$132,678.50	\$132,678.50
Long Term Debt	\$367,435.54	\$132,678.50	\$132,678.50
Equity	(\$174,009.68)	\$435,025.50	\$2,289,693.02
Paid-in Capital	\$0	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$0	\$0	\$0
Retained Earnings	(\$174,009.68)	\$435,025.50	\$2,289,693.02
Check	\$0	\$0	\$0

Business Ratios

	Year 1	Year 2	Year 3	Industry Profile
Sales Growth	4,35%	30,82%	63,29%	4,00%
Percent of Total Assets				
Accounts Receivable	5,61%	4,71%	3,81%	9,70%
Inventory	1,85%	1,82%	1,79%	9,80%
Other Current Assets	1,75%	2,02%	2,29%	27,40%
Total Current Assets	138,53%	150,99%	163,45%	54,60%
Long-term Assets	-9,47%	-21,01%	-32,55%	58,40%
TOTAL ASSETS	100,00%	100,00%	100,00%	100,00%
Current Liabilities	4,68%	3,04%	2,76%	27,30%
Long-term Liabilities	0,00%	0,00%	0,00%	25,80%
Total Liabilities	4,68%	3,04%	2,76%	54,10%

	Year 1	Year 2	Year 3	Industry Profile
NET WORTH	99,32%	101,04%	102,76%	44,90%
Percent of Sales				
Sales	100,00%	100,00%	100,00%	100,00%
Gross Margin	94,18%	93,85%	93,52%	0,00%
Selling, General & Administrative Expenses	74,29%	71,83%	69,37%	65,20%
Advertising Expenses	2,06%	1,11%	0,28%	1,40%
Profit Before Interest and Taxes	26,47%	29,30%	32,13%	2,86%
Main Ratios				
Current	25,86	29,39	32,92	1,63
Quick	25,4	28,88	32,36	0,84
Total Debt to Total Assets	2,68%	1,04%	0,76%	67,10%
Pre-tax Return on Net Worth	66,83%	71,26%	75,69%	4,40%
Pre-tax Return on Assets	64,88%	69,75%	74,62%	9,00%
Additional Ratios				
Net Profit Margin	19,20%	21,16%	23,12%	N.A.
Return on Equity	47,79%	50,53%	53,27%	N.A.
Activity Ratios				
Accounts Receivable Turnover	4,56	4,56	4,56	N.A.
Collection Days	92	99	106	N.A.
Inventory Turnover	19,7	22,55	25,4	N.A.
Accounts Payable Turnover	14,17	14,67	15,17	N.A.
Payment Days	27	27	27	N.A.
Total Asset Turnover	1,84	1,55	1,26	N.A.
Debt Ratios				
Debt to Net Worth	0	-0,02	-0,04	N.A.
Current Liab. to Liab.	1	1	1	N.A.
Liquidity Ratios				

	Year 1	Year 2	Year 3	Industry Profile
Net Working Capital	\$120 943	\$140 664	\$160 385	N.A.
Interest Coverage	0	0	0	N.A.
Additional Ratios				
Assets to Sales	0,45	0,48	0,51	N.A.
Current Debt/Total Assets	4%	3%	2%	N.A.
Acid Test	23,66	27,01	30,36	N.A.
Sales/Net Worth	1,68	1,29	0,9	N.A.
Dividend Payout	0	0	0	N.A.

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Mariia Yevlash



Student, Sumy State University – Ukraine

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