



Riverland - Cattle Farm

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Business Plan

[YEAR]

Prepared By

John Doe



No use crying over spilled milk

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Company

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1.

Executive Summary

Objectives

Mission

Keys to Success

Financial Summary



TIP

Riverland is a small family-owned cattle farm located in Phoenix, Arizona that sells beef calves and hay. John Doe and Jimmy Doe Both grew up in families that raised cattle and over the last four years have been slowly building up their own farm to where it now has a total of just under fifty cows and calves.

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Objectives



TIP

The Objectives of Riverland:

- Operate the farm on company-owned land
- Build the farm up to 250-500 head of cattle by 2012
- Purchase all necessary equipment to operate

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Mission



TIP

The mission of Riverland is to own a family operated cattle farm that hires within the community. The company's goal is to raise, breed, and sell top-quality cattle while teaching others how to tend and take care of them.

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Keys to Success



TIP

The keys to success for Riverland are:

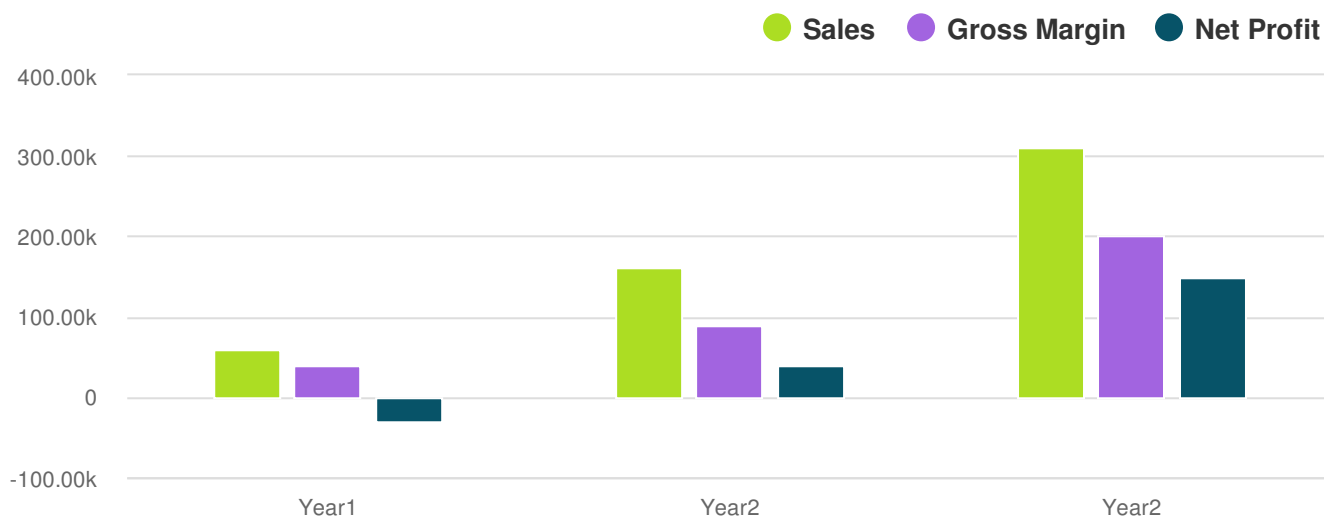
- Healthy cattle that have all of their shots, enough food, and clean water
- A good beef market
- Weather conditions

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Financial Summary

Net Income



Financial Year	Sales	Gross Margin	Net Profit
Year1	60000	40000	-30000
Year2	160000	90000	40000
Year2	310000	200000	150000

2.

Business Overview

Business Summary

Business Ownership

Company History

Business Summary



TIP

Riverland is currently a small cow/ calf operation with an estimated 50 total calves and cows. The farm sells beef calves to individuals and at the cattle auction. The company is completely operated by the Doe family which entails checking, feeding, giving shots, weaning, tagging, banding, and paperwork.

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Business Ownership



TIP

Riverland is a private family-owned sole proprietorship. The current owners, John and Jimmy are planning to put the business in an LLC or S-Corporation structure shortly after receiving grant funding. Mr. Doe doesn't anticipate adding any additional ownership in the future outside of their son, John, and Jimmy.

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JOHN DOE

Owner & CEO- johnd@example.com



JIMMY DOE

Owner & CEO- jimmyd@example.com

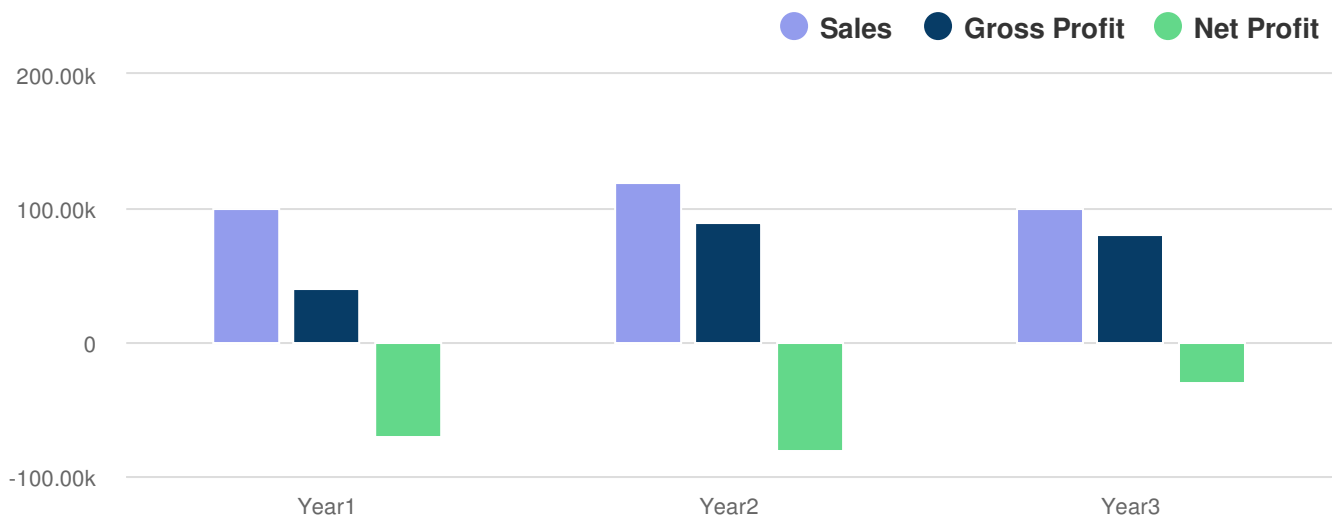
Company History

Riverland is heading into its fourth year of operation. The farm began to purchase cattle and equipment significantly in 2007 and 2009 to put the business in a position to grow. Both John and Jimmy's families had cows and calves when they were growing up and they decided to continue a family tradition. Riverland is now looking to turn the corner and make the farm a full-time operation.

Past Performance	Year1	Year2	Year3
Sales	\$10,605	\$11,587	\$11,363
Gross Margin	\$860	\$11,587	\$11,363
Gross Margin %	8.11%	100.00%	100.00%
Operating Expenses	\$33,928	\$24,184	\$43,184
Inventory Turnover	0.00	0.00	0.00
Balance Sheet	Year1	Year2	Year3
Current Assets			
Cash	\$4,550	\$5,500	\$9,750
Inventory	\$0	\$0	\$0
Other Current Assets	\$13,500	\$13,500	\$13,500
Total Current Assets	\$18,050	\$19,000	\$23,250
Long-term Assets			
Long-term Assets	\$71,046	\$94,047	\$94,047
Accumulated Depreciation	\$6,025	\$21,527	\$38,700
Total Long-term Assets	\$65,021	\$72,520	\$55,347
Total Assets	\$83,071	\$91,520	\$78,597
Current Liabilities			
Accounts Payable	\$654	\$343	\$540
Current Borrowing	\$2,600	\$2,300	\$2,100
Other Current Liabilities (interest free)		\$0	\$0
Total Current Liabilities	\$3,254	\$2,643	\$2,640
Long-term Liabilities	\$13,500	\$45,000	\$43,000
Total Liabilities	\$16,754	\$47,643	\$45,640

Past Performance	Year1	Year2	Year3
Paid-in Capital	\$0	\$0	\$0
Retained Earnings	\$89,640	\$87,061	\$46,283
Earnings	(\$23,323)	(\$43,184)	(\$13,326)
Total Capital	\$66,317	\$43,877	\$32,957
Total Capital and Liabilities	\$83,071	\$91,520	\$78,597
Other Inputs			
Payment Days	30	30	30

Past Performance



3.

Products

Products & Services



Riverland sells beef calves. The calves are sold to both individuals with the majority of the cattle going to auction to cattlemen who put them on a feedlot until they are big enough to be sold to the market. The cattle are usually sold at auction in Arizona. There are very few people in the Phoenix, Arizona community that have cattle, so if they want a calf the farm will sell them what they need at a price per pound basis that is similar to the going rate at the auction.



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4.

Market Analysis

Market Summary

Market Segmentation

Target Market Segment Strategy

Industry Analysis

Market Summary



TIP

Arizona's beef cattle industry is an important part of the state's economy. It is even more important to Arizona's beef agricultural economy. There are cattle produced in every county in Arizona. The beef industry in the state is primarily made up of locally owned family farmers. According to the National Cattlemen's Beef Association, 97 percent of the nation's cattle farms are

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Market Segmentation

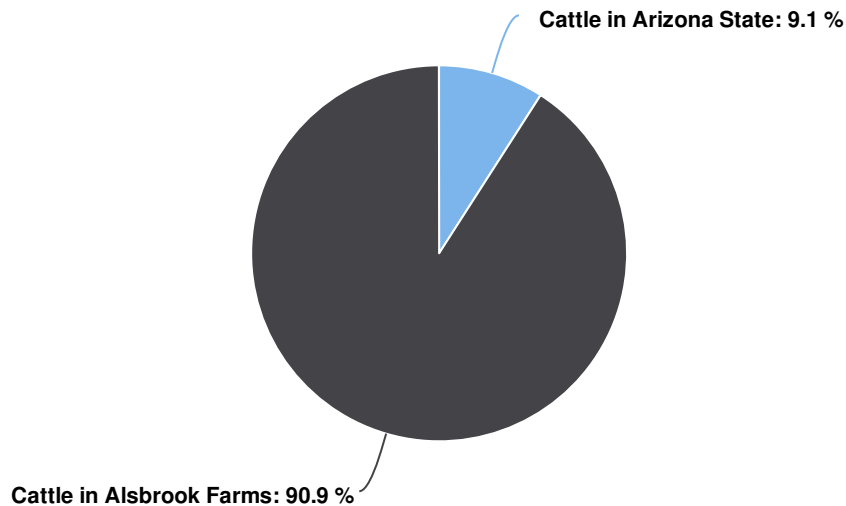
The cattle market is a commodities-based market. Prices are determined on a market demand basis. According to the United States Department of Agriculture Economic Research Service, the retail equivalent value of the U.S. beef industry has remained between \$70-75 throughout the last five years and beef production has reduced slightly to just over 26 billion pounds annually (2009).

The cattle market constantly fluctuates, but is and will continue to be a staple commodity with steady demand. Large cattle farms face the most uncertainties, due to the effect price drops and increase in feeding costs have on their return that is based on a low margin/ high demand basis.

Market Analysis:

Potential Customers	Growth	Year1	Year2	Year3	Year4	Year5	CAGR
Cattle in Arizona State	1%	1,000,000	1,010,000	1,020,100	1,030,301	1,040,604	1.00%
Cattle in Alsbrook Farms	10%	500	550	605	666	733	10.04%
Total	1.01%	1,000,500	1,010,550	1,020,705	1,030,967	1,041,337	1.01%

Market Analysis (Pie)



Target Market Segment Strategy



TIP

Riverland will focus on selling beef calves from the farm and hay production. These are optimal revenue-producing streams for the farm and will utilize the family's operating resources. The farm will maximize the use of running the farming operation on land that will be purchased by the far to minimize operating costs and create an asset for the farm.

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Industry Analysis



TIP

Beef cattle production in Arizona is based on the inventory of beef cows. Arizona is one of the top producing states in the nation. Arizona ranks ninth in beef cow numbers and is one of the top four states in cow-calf operations. Of the states of the US, only Arizona has more cattle.

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TIP

Riverland sells beef calves and hay of high quality to various buyers. In the last few years, no one predicted the severity of the market correction and certainly, no one predicted all of the ramifications across world economies and markets. US consumers do not have as much disposable income to spend on beef steaks. Consumers saw their 401K plans lose

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Competition and Buying Patterns

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5.

Strategy and Implementation

SWOT Analysis

Competitive Edge

Marketing Strategy

Sales Strategy

Milestones

Detailed Budget

Operating and Direct Costs



TIP

The focus on delivering high quality is the farm's strategy. Its method of implementation is simply a reliance on the farm's reputation for delivering the best quality in a forthright manner.

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SWOT Analysis

Strengths

- Riverland has strength in that it sells a high quality beef calves and hay of high quality to various buyers
- Family owned and operated
- High level of experience in industry
- Selling stable commodity
- Have local market and commodity market to sell to

Weaknesses

The cattle market is based on the commodities market. It's a guess what the market will do. Speculation is based on past years. If the demand for beef drops, imports increase or dairy industry reacts to the market pressure, beef prices will drop dramatically. The assumption is the demand for beef will continue.

Opportunities

The focus on delivering high quality is an opportunity for the Riverland in that there is always a market for the very best. There is also opportunity within its reputation for delivering the best quality in a forthright manner.

Threats

If the demand for beef drops, imports increase or dairy industry reacts to the market pressure, beef prices will drop dramatically. The assumption is that the demand for beef will continue.

Competitive Edge



TIP

With high input costs, Riverland continually refines and evaluates how resources are allocated. The farm is family owned and operated, which allows for fluctuation and latitude in duties and operation assignments.

Additionally, the farm will utilize its own land to reduce [To unlock help try Upmetrics!](#)

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Marketing Strategy



TIP

The marketing strategy is to deliver high-quality beef and a reliance on the Riverland reputation for delivering the best quality in a forthright manner.

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Sales Strategy



TIP

Riverland will continue to sell beef cattle to locals as well as to the commodities auction market. The farm will have beef calves sold at the INSERT NAME in Arizona. Additionally, the farm will utilize wholesale buyers that will come to the farm to buy cattle at auction pricing. There are also additional auctions throughout Arizona that can be [utilized to sell cattle.](#)

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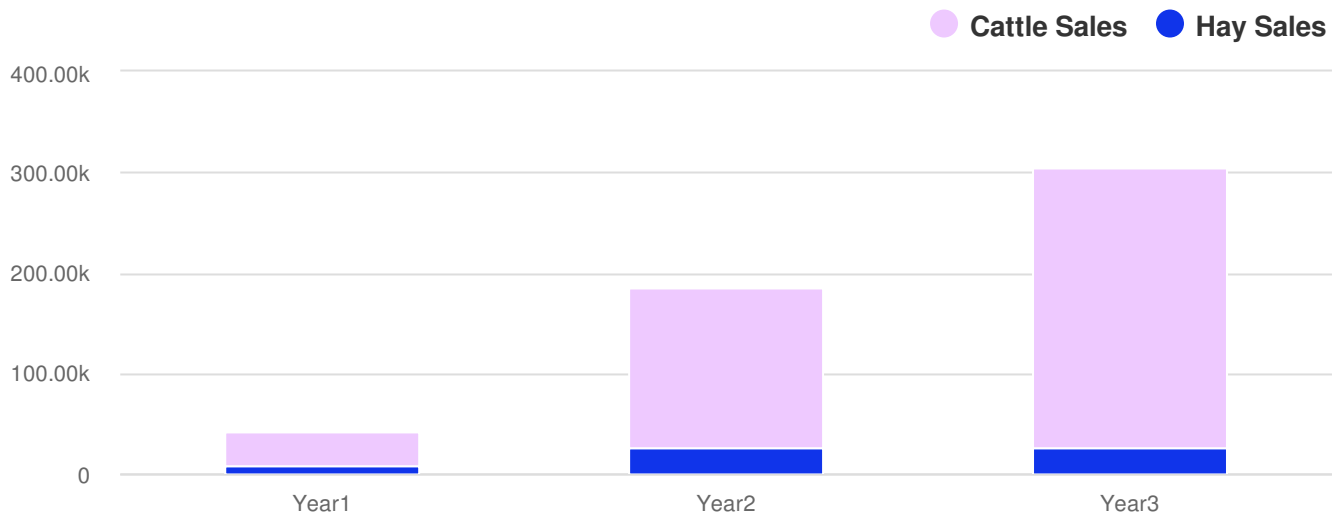
Sales Forecast

Riverland anticipates a sharp increase in sales in 2011 and 2012. The farm is currently focusing on scaling up the size of the farm in 2010 and preparing for productive years ahead.

	Year1	Year2	Year3
Sales			
Cattle Sales	\$23,428	\$160,000	\$300,000
Hay Sales	\$5,709	\$12,500	\$15,000
Total Sales	\$29,137	\$172,500	\$315,000

	Year1	Year2	Year3
Direct Cost of Sales	2010	2011	2012
Cattle	\$6,499	\$50,000	\$93,000
Other (processing materials)	\$300	\$350	\$600
Subtotal Direct Cost of Sales	\$6,799	\$50,350	\$93,600

Sales by Year



Milestones

The accompanying table shows the specific milestones, with responsibilities assigned, dates, and budgets represented in this plan are those which have determined to be the most important.

Milestone	Start Date	End Date	Budget	Manager	Department
Secure Grant Funding (\$1,944,390)	10/1/2010	12/1/2010	\$0		Accounts
Land Purchase	10/1/2010	12/31/2010	\$480,000		Purchasing
Main Cattle Barn and accessories	11/1/2010	12/1/2011	\$285,920		Purchasing
Personnel	1/1/2010	12/31/2011	\$125,000		Personnel
Existing Operating Expenses	11/1/2010	12/31/2011	\$45,100		Accounts
Cows & Calves	11/1/2010	11/1/2012	\$297,990		Purchasing

Milestone	Start Date	End Date	Budget	Manager	Department
Equipment & Accessories	11/1/2010	12/31/2012	\$710,380		Purchasing
Totals			\$1,944,390		

Detailed Budget

Land (192-acre farm, 3 pastures (already fenced), 5 pounds)	480,000.00
Cattle Barn (60' x 150' x 20')	125,000.00
Electrical	15,000.00
Water & Sprinkler System	10,000.00
Security System	10,000.00
Phone Office	1,200.00
Head Shuttle & Corral (for checking cows)	15,000.00
Loading Shuttle	1,000.00
Scale (for weighing cows)	1,200.00
Water Well	7,500.00
Drainage System (for barn)	10,000.00
Fans (10 @ \$500)	5,000.00
Bio-Security Mats (prevent cows from getting foot rot. 20 @ \$250)	5,000.00
Barrel Fans (4@\$300)	12,000.00
Automatic Water trough (5@150)	750.00
Panels (16' -corral and inside cattle barn. 400@\$100)	40,000.00
Gates (16' @ \$164)	9,840.00
Treated Post (500 @ \$15)	7,500.00
Misc. Tools & Equipment (shop brooms, wheelbarrows, scoops, and ext.)	1,430.00
Septic System	2,500.00
Computer System (lab top and desktop computer)	6,000.00
Total	765,920.00

Operating and Direct Costs

Personnel Budget		Amount
	John Doe	45,000.00
	Jimmy Doe	45,000.00
	Jane Doe	30,000.00
	Health Insurance	5,000.00
Operating Expenses		
	Existing Vehicles	32,000.00
	Cattle Loans	11,000.00
	Parts & Supplies	2,100.00
Cows & Calves		
	Feed, Mineral, & Protein	15,000.00
	Wormer	1,140.00
	Vet, Medicine, & Supplies	2,000.00
	Mineral Twister Feeder (10 @ \$145)	1,450.00
	Hay Rings (25 @ \$500)	7,500.00
	Cattle Rubs	2,200.00
	Creep Feeders (10 @ \$490)	4,900.00
	Cabinets (for medical supplies)	1,000.00
	250 broad cows (intent to eventually buy 500 head of broad cows)	250,000.00
	Bulls (8 @ \$1500)	12,000.00
	Refrigerator (for meds)	800.00
Total		468,090.00

6.

Management Summary

Management
Personnel Plan

Management



JOHN DOE

Owner & CEO- johnd@example.com

John doe will act as the manager of all operations.

Duties with include:

Checking, feeding, putting out hay, doctoring, giving shots, weaning, putting tags on ears, banding, and paperwork.

Personnel Plan

The personnel plan includes Arnold Doe as well as their son John Doe and Jimmy Doe, who will be responsible for cutting, raking, baling hay, putting out hay, taking calves to sell, and help to work with calves.

All additional staff will be paid on a part-time subcontract basis.

Personnel Plan	Year1	Year2	Year3
Arnold Doe	\$2,000	\$35,000	\$45,000
John Doe	\$2,000	\$35,000	\$45,000
Jimmy Doe	\$1,000	\$20,000	\$30,000
Total People	3	3	3
Total Payroll	\$5,000	\$90,000	\$120,000

7.

Financial Plan

Important Assumptions

Break-even Analysis

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Business Ratios



The financial plan is based on conservative estimates and assumptions. The company's investments in salaries, operating costs, equipment, land, and cattle are based on receiving grant funding of \$1,944,390.

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Important Assumptions



The primary assumption made in this plan is that will receive grant funding. All interest payment assumptions have been made at 10% to give a conservative margin in interest rate fluctuations.

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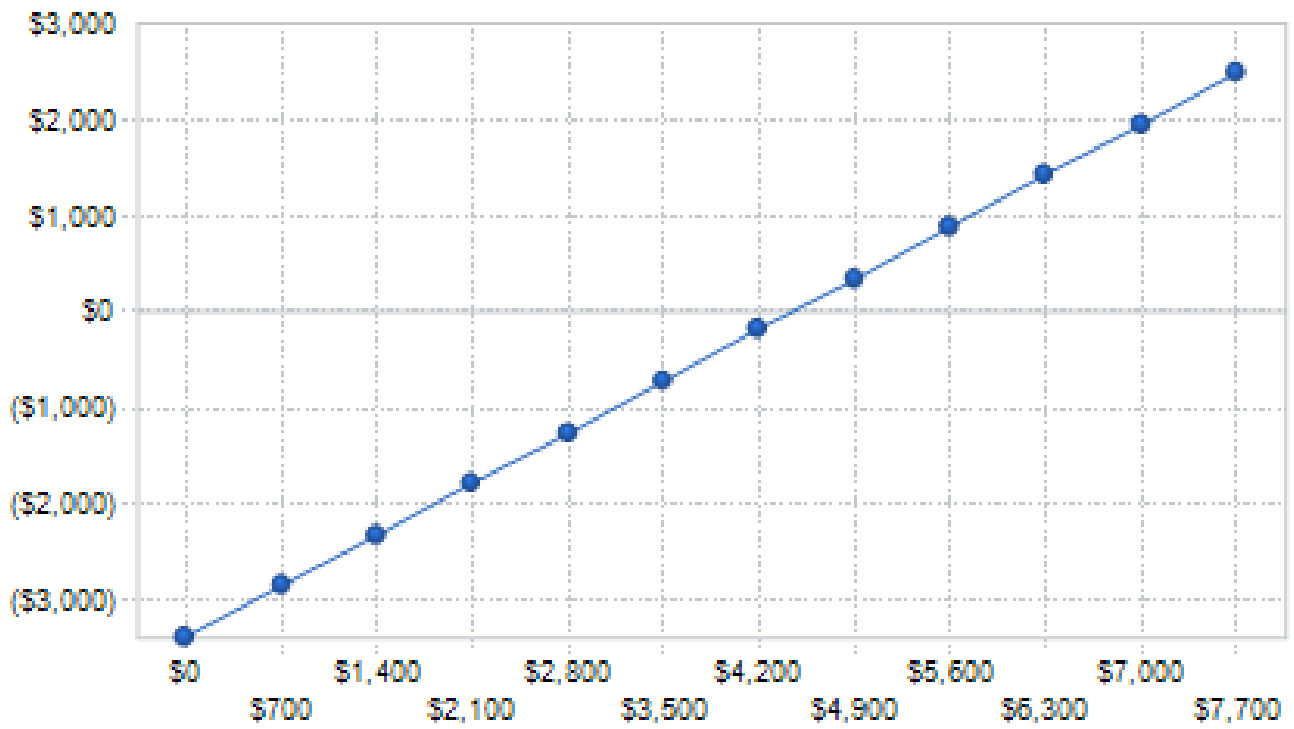
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Break-even Analysis

The Break-even analysis for Riverland assumes an estimated monthly fixed cost of \$3,402 with the assumption that the average percent variable cost estimate is 23%; the monthly revenue break-even is \$4,438.

Break-even Analysis	
Monthly Revenue Break-even	\$4,438
Assumptions:	
Average Percent Variable Cost	23%
Estimated Monthly Fixed Cost	\$3,402

Break-even Analysis



Projected Profit and Loss

As the Profit and Loss table shows the farm expects to have rapid growth in sales revenue and an increase in net profit over the next three years of operations.

	Year1	Year2	Year3
Sales	\$29,137	\$172,500	\$315,000
Direct Cost of Sales	\$6,799	\$50,350	\$93,600
Other Costs of Sales	\$0	\$0	\$0
Total Cost of Sales	\$6,799	\$50,350	\$93,600
Gross Margin	\$22,338	\$122,150	\$221,400
Gross Margin %	76.67%	70.81%	70.29%
Expenses			
Payroll	\$5,000	\$90,000	\$120,000
Marketing/Promotion	\$180	\$300	\$400
Depreciation	\$6,000	\$15	\$45,000
Building Expense	\$804	\$400	\$800
Equipment Expense	\$3,000	\$0	\$0
Utilities	\$5,719	\$8,000	\$15,000
Phone/Fax	\$1,266	\$1,500	\$1,800
Legal	\$500	\$250	\$250
Rent	\$3,996	\$0	\$0
Repair Maintenance	\$3,798	\$1,500	\$4,500
Inventory	\$966	\$1,000	\$2,500
Auto/Truck Expense	\$9,600	\$5,000	\$5,000
Total Operating Expenses	\$40,829	\$107,965	\$195,250
Profit Before Interest and Taxes	(\$18,491)	\$14,185	\$26,150
EBITDA	(\$12,491)	\$14,200	\$71,150

	Year1	Year2	Year3
Interest Expense	\$5,778	\$4,877	\$3,077
Taxes Incurred	\$0	\$2,792	\$6,922
Net Profit	(\$24,269)	\$6,516	\$16,151
Net Profit/Sales	-83.29%	3.78%	5.13%

Projected Cash Flow

Riverland shows positive cash flow and the analysis is outlined in the following table. The investment of grant funding along with the disbursements of it was primarily accounted for in one month to simplify cash flow assumptions.

	Year1	Year2	Year3
Cash Received			
Cash from Operations			
Cash Sales	\$29,137	\$172,500	\$315,000
Subtotal Cash from Operations	\$29,137	\$172,500	\$315,000
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$15,000	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$1,944,390	\$0	\$0
Subtotal Cash Received	\$1,988,527	\$172,500	\$315,000
Expenditures	2010	2011	2012
Expenditures from Operations			
Cash Spending	\$5,000	\$90,000	\$120,000
Bill Payments	\$47,111	\$432,961	\$75,327
Subtotal Spent on Operations	\$52,111	\$522,961	\$195,327
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0

	Year1	Year2	Year3
Principal Repayment of Current Borrowing	\$1,932	\$2,000	\$2,000
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$2,400	\$12,000	\$20,000
Purchase Other Current Assets	\$40,000	\$10,000	\$10,000
Purchase Long-term Assets	\$1,500,000	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$1,596,443	\$546,961	\$227,327
Net Cash Flow	\$392,084	(\$374,461)	\$87,673
Cash Balance	\$401,834	\$27,373	\$115,047

Projected Balance Sheet

The balance sheet shows healthy growth of net worth and a strong financial position.

	Year1	Year2	Year3
Assets			
Current Assets			
Cash	\$401,834	\$27,373	\$115,047
Inventory	\$8,480	\$399,543	\$305,943
Other Current Assets	\$53,500	\$63,500	\$73,500
Total Current Assets	\$463,814	\$490,416	\$494,489
Long-term Assets			
Long-term Assets	\$1,594,047	\$1,594,047	\$1,594,047
Accumulated Depreciation	\$44,700	\$44,715	\$89,715
Total Long-term Assets	\$1,549,347	\$1,549,332	\$1,504,332
Total Assets	\$2,013,161	\$2,039,748	\$1,998,821
Liabilities and Capital	2010	2011	2012
Current Liabilities			
Accounts Payable	\$4,315	\$38,386	\$3,308
Current Borrowing	\$15,168	\$13,168	\$11,168
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$19,483	\$51,554	\$14,476
Long-term Liabilities	\$40,600	\$28,600	\$8,600
Total Liabilities	\$60,083	\$80,154	\$23,076
Paid-in Capital	\$1,944,390	\$1,944,390	\$1,944,390

	Year1	Year2	Year3
Retained Earnings	\$32,957	\$8,688	\$15,204
Earnings	(\$24,269)	\$6,516	\$16,151
Total Capital	\$1,953,078	\$1,959,594	\$1,975,745
Total Liabilities and Capital	\$2,013,161	\$2,039,748	\$1,998,821
Net Worth	\$1,953,078	\$1,959,594	\$1,975,745

Business Ratios

The table below presents the business ratios for Alsbrook Farms. The Industry Profile comparisons for “Beef Cattle Ranching and Farming” used for reference in this table.

The Standard Industrial Classification (SIC) Code 0212 and the North American Industrial Classification Standard (NAICS) 112111 were used as subset options matching the industry of this business.

	Year1	Year2	Year3	Industry
Sales Growth	156.42%	492.03%	82.61%	1.50%
Percent of Total Assets				
Inventory	0.42%	19.59%	15.31%	5.51%
Other Current Assets	2.66%	3.11%	3.68%	38.63%
Total Current Assets	23.04%	24.04%	24.74%	47.47%
Long-term Assets	76.96%	75.96%	75.26%	52.53%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities	0.97%	2.53%	0.72%	19.01%
Long-term Liabilities	2.02%	1.40%	0.43%	79.98%
Total Liabilities	2.98%	3.93%	1.15%	98.99%
Net Worth	97.02%	96.07%	98.85%	1.01%
Percent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	76.67%	70.81%	70.29%	71.78%
Selling, General & Administrative Expenses	159.96%	67.03%	65.16%	12.72%
Advertising Expenses	0.62%	0.17%	0.13%	0.36%
Profit Before Interest and Taxes	-63.46%	8.22%	8.30%	5.06%
Main Ratios				

	Year1	Year2	Year3	Industry
Current	23.81	9.51	34.16	1.46
Quick	23.37	1.76	13.02	1.17
Total Debt to Total Assets	2.98%	3.93%	1.15%	98.99%
Pre-tax Return on Net Worth	-1.24%	0.48%	1.17%	936.59%
Pre-tax Return on Assets	-1.21%	0.46%	1.15%	9.43%

8.

Appendix

Sales Forecast

Personnel

Profit and Loss

Cash Flow

Balance Sheet

Sales Forecast

Insert Monthly Sales Forecast data

Personnel

Insert Monthly Personnel Forecast data

Profit and Loss

Insert Monthly Profit and Loss Projections

Cash Flow

Insert Monthly Cash Flow Projections

Balance Sheet

Insert Monthly Balance Sheet Projections



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- Structure your idea and create stunning pitches that awe your investors.
- Get access to Upmetrics software, invite your team members and start writing your business plan.

1. Get tried and tested tips

Upmetrics business plan builder gives you everything you need to stay in sync and guides you on every step of your business plan writing.

2. Write an interactive plan

Use our business plan sections - competitive Analysis, comparison tables, SWOT Analysis, charts, timelines, milestones, etc to create a visually impactful business plan.

3. Stunning business plan cover pages

Upmetrics business plan builder comes with beautifully designed cover pages. Choose professional, creative cover pages to make your business plan stand out.

4. Financial forecasting

With Upmetrics you don't have to worry about navigating complex spreadsheets. Just input your numbers and we'll provide you with well-structured financial reports that you and your investors understand.

5. Share easily with anyone

Upmetrics plans are easily shareable in pdf and word documents. And if either doesn't work, you can share it with a quick link too and track the reader's activity!

6. Real-time and Collaborative

Invite your team members to initiate conversations, discuss ideas and strategies in real-time, share respective feedback, and write your business plan.

Join over 100k+ entrepreneurs who have used Upmetrics to create their business plans.

Start writing your business plan today