




# Dog Day Care


*Home Away From Home Dog Day Care*

# Business Plan [YEAR]




 John Doe

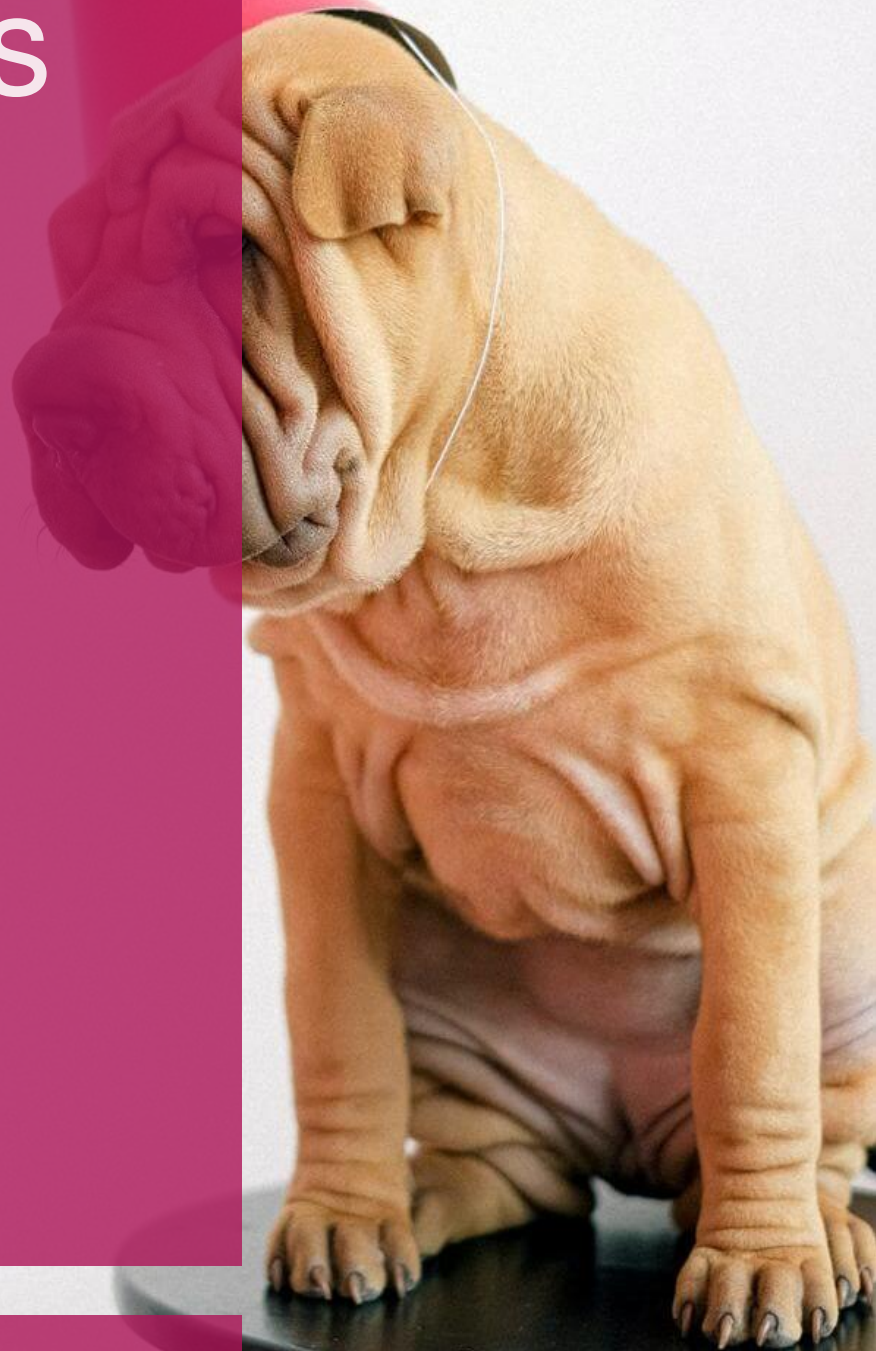
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# Table of Contents

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<b>Executive Summary</b>	4
Business Overview	5
Management	5
Customers	5
Business Target	5
Objectives	6
3 Year profit forecast	6
Chart	6
Keys to Success	7
<b>Company Summary</b>	8
Company Owner	9
Why the Business is being started	9
How the Business will be started	9
Startup cost	10
Chart	10
Financial Summary	10
<b>Services for customers</b>	13
Products and services	14
<b>Market Analysis</b>	15
Market Trends	16
Marketing Segmentation	16
Marketing share	17
Chart	17
Individual Households	17
Corporate Organizations	17
Dog Dealers	19
Animal Shelters	19
Potential Customers	19
Business Target	20
Product Pricing	20
<b>Strategy</b>	21
Competitive Analysis	22
Sales Strategy	22
Sales Yearly	23

Chart .....	23
Sales Forecast .....	23
Chart .....	23
<b>Personnel plan .....</b>	<b>26</b>
Company Staff .....	27
Average Salary of Employees .....	27
<b>Financial Plan .....</b>	<b>28</b>
Important Assumptions .....	29
Brake-even Analysis .....	29
Projected Profit and Loss .....	30
Profit Yearly .....	31
Chart .....	31
Gross Margin Yearly .....	31
Chart .....	31
Pro Forma Cash Flow .....	32
Pro Forma Balance Sheet .....	34
Business Ratio Analysis .....	35

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# 1.

## Executive Summary

Business Overview

Management

Customers

Business Target



## REMEMBER

Before you think about how to start a Dog Daycare service, you must create a detailed Dog Daycare business plan. It will not only guide you in the initial phases of your startup but will also help you later on.

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## Business Overview



## TIP

The Pet Nation Daycare Services Co will be located in the heart of Smethport – Pennsylvania in a neatly renovated and secured housing facility. We will be strategically located in one of the richest neighborhoods in the United States. The company will be licensed by the American Pet Association and equipped with all resources and manpower to provide the high

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## Management



## TIP

The company will be initially launched as a small startup operating only in Pennsylvania. Dr. Bob will manage the overall operations of the company and will be assisted by his nephew Mike Bob, who is an MBA from Harvard and has served in various managing positions at many small and medium-sized businesses. Mike will also manage the finances of t

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## Customers



## TIP

The company aims to serve one of the richest residential zones of the United States. The community living in the region has an annual mean household income of \$593,454; hence, they can easily afford our quality services.

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## Business Target



The company aims to provide the highest quality service to its customers and become the best daycare center in Pennsylvania within three years of its launch. Dr. Bob also plans to launch a few more centers in other cities as well.

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The target of the company can be achieved by fulfilling the following objectives:

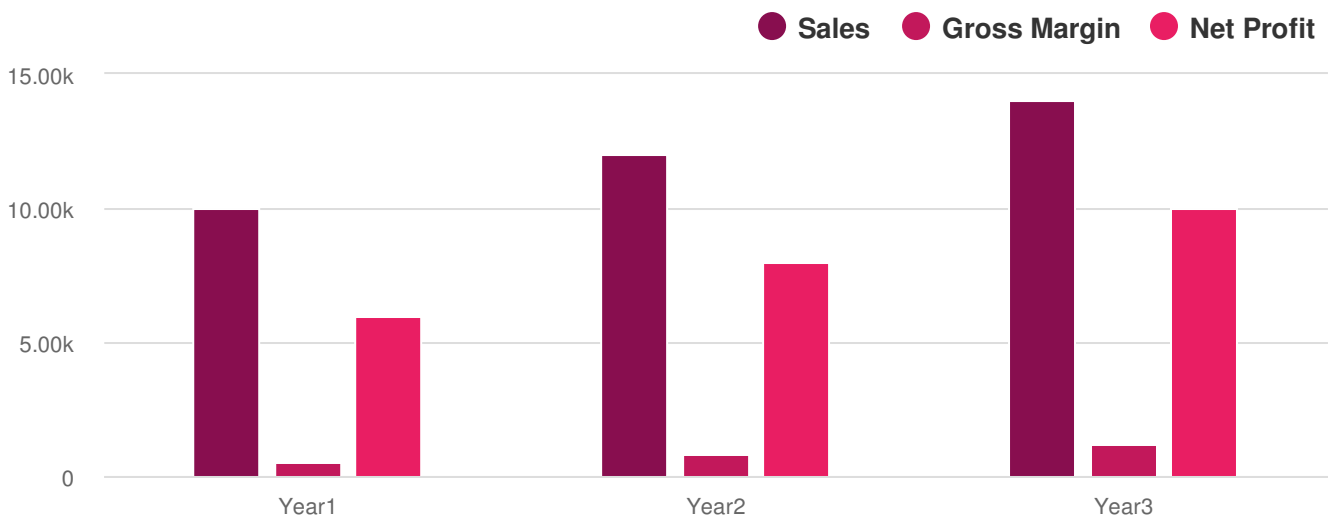
- To achieve the net profit margin of \$30 k per month by the end of the first year
- To increase the profit margin by at least 20%

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## Objectives

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## 3 Year profit forecast



Financial Year	Sales	Gross Margin	Net Profit
Year1	10000	500	6000
Year2	12000	800	8000
Year3	14000	1200	10000



**TIP**

The keys to the success of fulfilling our objectives and achieving our target are as follows:

- Comprehensive planning of 'everything
- Hiring the best staff for operations

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## Keys to Success

*Start writing here...*



# 2.

## Company Summary

Company Owner

Why the Business is being started

How the Business will be started

Financial Summary

## Company Owner



TIP

The Dog Cave will be owned by Dr. Bob who has been in the veterinary and pet care industry for the last 20 years. Dr. Bob has been planning this startup for the last couple of years and hence perfectly knows how to open a dog daycare business and operate it to yield profit even in the first year of launch.

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## Why the Business is being started



TIP

Dr. Bob has always wanted to start a Pet Nation daycare business out of his love for dogs and had been planning for it for quite a time. But he finally decided to start this venture after receiving his share of wealth from his father recently. Starting this business was undoubtedly the best way to not only invest his money but also to fulfill his long-awaited dream.

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## How the Business will be started



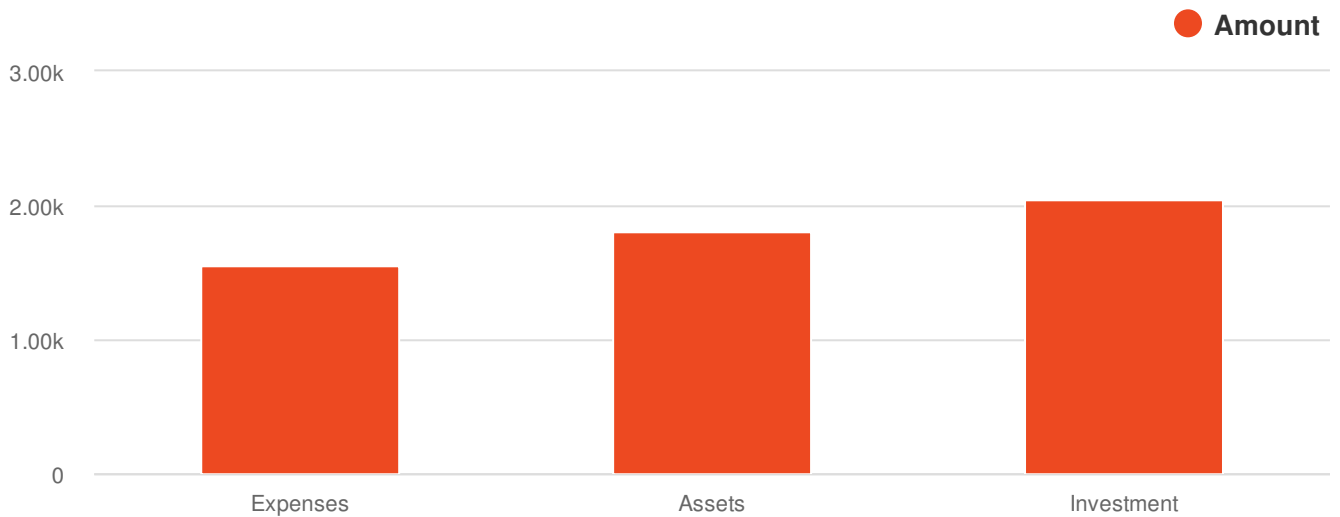
TIP

The Dog Cave will be a bonded, insured, and licensed dog daycare business. Dr. Bob is nearly halfway through the process of acquiring a license for the company and has already procured a beautiful facility near the residential zone of the city. The facility was previously used as a local school so a lot of work will be required to convert it into a dog daycare center.

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## Startup cost



Cost distribution	Amount
Expenses	1550
Assets	1800
Investment	2050

## Financial Summary

The detailed start-up requirements, start-up funding, start-up expenses, total assets, total funding required, total liabilities, total planned investment, total capital, and liabilities as forecasted by experts, is given below:

Start-up Expenses	Amount
Legal	\$72,500
Dog Beds	\$32,250
Dog Shampoos	\$62,875
Consultants	\$0
Insurance	\$32,750
Rent	\$222,500
Research and Development	\$32,750
Equipment Expenses	\$62,750
Signs	\$12,250

Start-up Expenses	Amount
Dog Chambers	\$27,500
Dog Food	\$22,000
<b>TOTAL START-UP EXPENSES</b>	<b>\$580,125</b>
Start-up Assets	\$0
Cash Required	\$322,500
Start-up Inventory	\$52,625
Other Current Assets	\$222,500
Long-term Assets	\$125,000
<b>TOTAL ASSETS</b>	<b>\$121,875</b>
Total Requirements	\$245,000
<b>START-UP FUNDING</b>	<b>\$0</b>
START-UP FUNDING	\$273,125
Start-up Expenses to Fund	\$121,875
Start-up Assets to Fund	\$195,000
<b>TOTAL FUNDING REQUIRED</b>	<b>\$0</b>
Assets	\$203,125
Non-cash Assets from Start-up	\$118,750
Cash Requirements from Start-up	\$0
Additional Cash Raised	\$118,750
Cash Balance on Starting Date	\$121,875
<b>TOTAL ASSETS</b>	<b>\$0</b>
Liabilities and Capital	\$0
Liabilities	\$0
Current Borrowing	\$0
Long-term Liabilities	\$0
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
<b>TOTAL LIABILITIES</b>	<b>\$0</b>
Capital	\$0

Start-up Expenses	Amount
Planned Investment	\$0
Investor 1	\$312,500
Investor 2	\$0
Other	\$0
Additional Investment Requirement	\$0
<b>TOTAL PLANNED INVESTMENT</b>	<b>\$495,000</b>
Loss at Start-up (Start-up Expenses)	\$113,125
<b>TOTAL CAPITAL</b>	<b>\$121,875</b>
<b>TOTAL CAPITAL AND LIABILITIES</b>	<b>\$121,875</b>
<b>Total Funding</b>	<b>\$295,000</b>

# 3.

Services for  
customers



### REMEMBER

If you are starting a Dog Daycare Business, you must focus on the services, you will provide to your customers. This sample business plan of Pet Nation will guide you on how to start your own dog daycare business.

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### TIP

Our dog daycare center is primarily aimed to provide a place to dog-owners where they can leave their dogs anytime. We will take care of our customer's dogs while they are at work, or away on a vacation, or enjoying a weekend trip. Besides providing a safe place for their dogs, we will also provide many other services which are:

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## Products and services



**Dog training**



**Exercising and feeding**



**Veterinary services**



**Washing and grooming**

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# 4.

## Market Analysis

Market Trends

Marketing Segmentation

Potential Customers

Business Target

Product Pricing





#### REMEMBER

The most deciding and important feature of a Dog Daycare business plan is an accurate marketing analysis. A perfect dog daycare company business plan is the one in which you have mentioned your target customers and devised your policies according to them. Correct marketing analysis of dog daycare business plan will help you by clearly defining whether the ma

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#### TIP

The most important and difficult part of developing an effective dog daycare business plan was its accurate marketing analysis that's why Dr. Bob acquired the services of marketing experts. They not only helped him throughout the process but also showed him several dog daycare business plan samples to give him an idea about how to carry out an accurate

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## Market Trends



#### TIP

The pet industry is one of the few industries which have seen a consistent increase in revenue. According to the American Pet Products Association, the residents of the US spent a staggering amount of \$60.28 Billion in 2015, \$66.75 Billion in 2016, and are estimated to spend \$69.36 by the end of 2017. These stats show that this industry can be immense

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## Marketing Segmentation



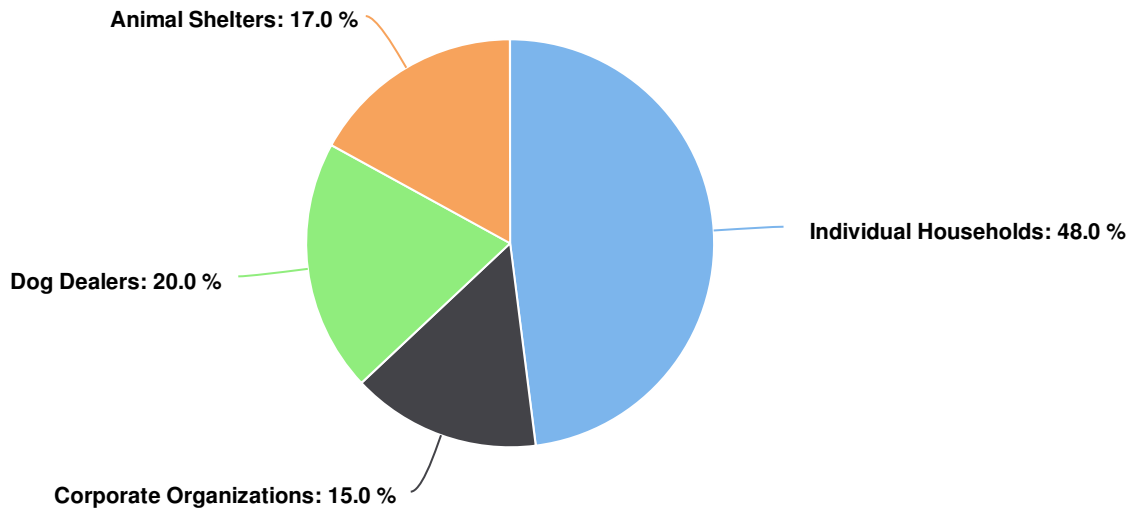
#### TIP

A startup must develop a good plan to market itself to its target customers. A successful and efficient marketing strategy can only be developed after we completely know our potential customers. That's why our marketing experts carried out extensive research to identify our target customers and develop an effective marketing strategy for them. Our experts h

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## Marketing share



Segments	Market share
Individual Households	48
Corporate Organizations	15
Dog Dealers	20
Animal Shelters	17

The detailed marketing segmentation of our target audience is as follows:



**TIP**

The biggest consumer of our services and products will be the community living in the residential zones of Pennsylvania. We will specifically target the neighborhood of East Lake Shore Drive which is also the location of our facility. The residential community often has to leave their homes for various purposes and most of the time they can't take their dogs with

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### Individual Households

Start writing here...



**TIP**

Many corporate organizations like police or security agencies also own a lot of detective dogs. We also plan to serve them by providing dog grooming, washing, and veterinary services. Although these organizations also own trained staff for these purposes yet they can still become our potential customers of various pet products like food, medicine

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### Corporate Organizations

*Start writing here...*



TIP

There are also various dog dealers in the central business district of Pennsylvania city. Although they a little far from our facility center but we have made a plan by which we can attract these dealers. We will arrange special transportation facilities for them so that they can easily bring their dogs to us. We will also offer special packages and discounts for the purpose of attracting

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## Dog Dealers

Start writing here...



TIP

There are more than 3500 animal shelters in the United States for accommodating abandoned, stray, or lost animals. We also hope to target hundreds of animal shelters present in Pennsylvania for washing, grooming, and veterinary services. We will also provide transportation services and special offers.

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## Animal Shelters

Start writing here...

## Potential Customers

The detailed market analysis of our potential customers is given in the following table:

Potential Customers	Growt h	Year 1	Year 2	Year 3	Year 4	Year 5	CAGR
Individual Households	48%	22,334	32,344	43,665	52,544	66,432	10.00%
Corporate Organisations	23%	11,433	13,344	16,553	18,745	20,545	13.43%
Dog Dealers	18%	8,322	9,455	10,655	12,867	14,433	15.32%
Animal Shelters	13%	4,333	5,655	6,877	7,877	9,543	15.00%
Total	100%	46,422	60,798	77,750	92,033	110,953	9.54%

## Business Target



**TIP**

We aim to become the best dog care business in Pennsylvania within the next three years. Our business target is to balance the cost of our startup within just three years of our launch.

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*Start Writing here...*

## Product Pricing



**TIP**

We have priced our products and services in similar ranges as of our competitors. For daycare services, we have developed various plans for charging our customers such as per hour, per day, and per week plans. We will provide better services than our competitors for the same prices. The reason behind this pricing policy is to achieve our minimum

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# 5.

## Strategy

Competitive Analysis

Sales Strategy



#### REMEMBER

If you are going to start a dog daycare service business, and want to expose your business to a wider audience, there is a way that we call improving sales. For gaining a lead over your competitors, you have to make an exceptional dog daycare business model.

The sample sales strategy of the Pet nation is given

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#### TIP

Dr. Bob carried out extensive research and hired financial experts to help him develop an effective marketing and sales strategy for the startup. The experts made a detailed strategy for him to start a dog daycare business.

It wasn't that Dr. Bob didn't know how to open a Pet

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## Competitive Analysis



#### TIP

We have a really tough competition because there are several other dog daycare centers in Pennsylvania, many of them are established for decades. But still, Dr. Bob is positive that our company will beat all of the competitors within no time. Our competitive edge will be our better quality and luxurious services within the same amount as that of our com

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## Sales Strategy



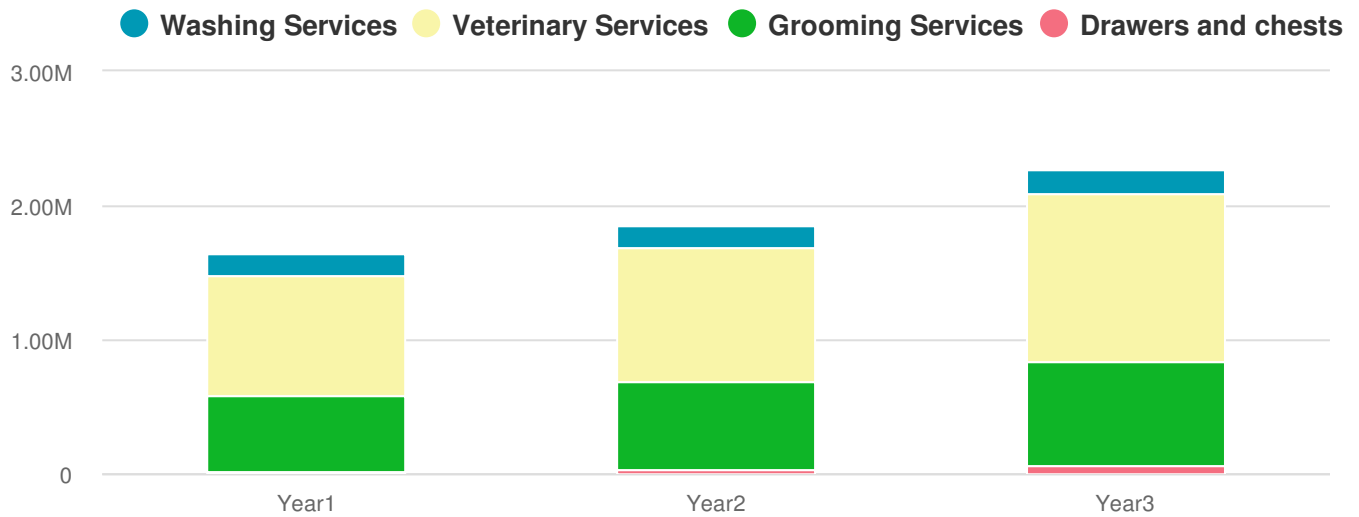
#### TIP

We believe that people will always leave their dogs with us if they use our service even for once. Considering the market demand and the quality of our services, our sales pattern is expected to increase with years. By analyzing our market segmentation strategy, our experts have foretasted the following sales on a yearly basis which are summarised in the colu

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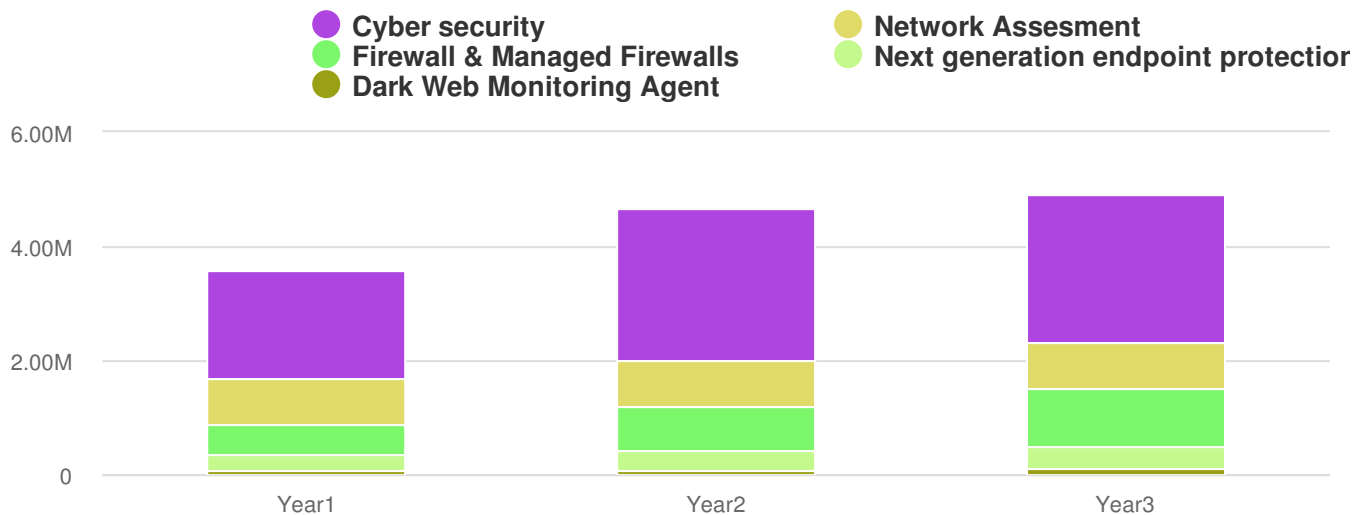
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## Sales Yearly



Financial Year	Washing Services	Veterinary Servic...	Grooming Servic...	Drawers and che...
Year1	158745	895665	568654	12451
Year2	164548	1004512	658457	24578
Year3	186541	1245587	784512	56452

## Sales Forecast



Financial Year	Cyber security	NetworkASSE...	Firewall & Ma...	Next generati...	Dark Web Mo...
Year1	1887030	802370	539320	265450	78512
Year2	2680320	815430	770230	322390	85451
Year3	2588240	823540	1002310	393320	98754



The detailed information about sales forecast, total unit sales, total sales is given in the following table.

Unit Sales	Year 1	Year 2	Year 3
Washing Services	187,330	260,320	258,240
Veterinary Services	802,370	815,430	823,540
Grooming Services	539,320	770,230	1,002,310
Drawers and chests	265,450	322,390	393,320
Daycare Services	1,435,320	1,250,430	1,762,450
Training Services	134,240	394,340	842,230
<b>TOTAL UNIT SALES</b>	<b>3,364,030</b>	<b>3,813,140</b>	<b>5,082,090</b>
Unit Prices	Year 1	Year 2	Year 3
Washing Services	\$140.00	\$150.00	\$160.00
Veterinary Services	\$600.00	\$800.00	\$1,000.00
Grooming Services	\$700.00	\$800.00	\$900.00
Drawers and chests	\$650.00	\$750.00	\$850.00
Daycare Services	\$140.00	\$120.00	\$100.00
Training Services	\$1,150.00	\$1,300.00	\$1,450.00
Sales			
Washing Services	\$214,800	\$274,000	\$333,200
Veterinary Services	\$120,050	\$194,500	\$268,500
Grooming Services	\$50,110	\$71,600	\$93,000
Drawers and chests	\$139,350	\$194,600	\$249,850
Daycare Services	\$62,350	\$72,300	\$82,250
Training Services	\$229,500	\$365,500	\$501,500
<b>TOTAL SALES</b>			
Direct Unit Costs	Year 1	Year 2	Year 3
Washing Services	\$0.70	\$0.80	\$0.90
Veterinary Services	\$0.40	\$0.45	\$0.50
Grooming Services	\$0.30	\$0.35	\$0.40
Drawers and chests	\$3.00	\$3.50	\$4.00
Daycare Services	\$0.70	\$0.75	\$0.80

<b>Unit Sales</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Training Services	\$3.00	\$3.50	\$4.00
Direct Cost of Sales			
Washing Services	\$98,300	\$183,000	\$267,700
Veterinary Services	\$66,600	\$119,900	\$173,200
Grooming Services	\$17,900	\$35,000	\$52,100
Drawers and chests	\$19,400	\$67,600	\$115,800
Daycare Services	\$27,700	\$69,200	\$110,700
Training Services	\$64,200	\$224,700	\$385,200
Subtotal Direct Cost of Sales	\$294,100	\$699,400	\$1,104,700

# 6.

## Personnel plan

Company Staff

Average Salary of Employees



### REMEMBER

After knowing the basics of how to start a dog daycare business, the most important step is to hire hard-working, skilled, and honest professionals to assist you in running your business. Here is the sample personnel plan of pet nation daycare.

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### TIP

Dr. Bob acquired the services of a Human Resource Manager for helping him develop a personnel plan to open a dog daycare business. He developed the following personnel plan for the staff needed for the dog daycare center along with their average salaries with the help of experts.

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## Company Staff



### TIP

Dr. Spencer will manage the overall operations of the daycare center. The company will initially hire the following people

- 1 Accountant to maintain financial records.
- 4 Sales and Marketing Executives responsible for daily operations

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## Average Salary of Employees

The following table shows the forecast data about employees and their salaries for next three years.

Personnel	Year 1	Year 2	Year 3
Accountant	\$45,000	\$52,000	\$59,000
Sales and Marketing Executives	\$145,000	\$152,000	\$159,000
Workers for Dog Services	\$410,000	\$440,000	\$480,000
Workers for Facility	\$55,000	\$65,000	\$75,000
Drivers	\$60,000	\$63,300	\$70,000
Front Desk Officer	\$20,000	\$23,300	\$30,000
Salesperson	\$10,000	\$12,000	\$15,000
Total Salaries	\$745,000	\$807,600	\$888,000

# 7.

## Financial Plan

Important Assumptions

Brake-even Analysis

Projected Profit and Loss

Pro Forma Cash Flow

Pro Forma Balance Sheet

Business Ratio Analysis



### REMEMBER

If you are going to start your own dog daycare business, then make sure you will pay special attention to your financial plan. Your financial plan should include the details about how well you manage your incomes and expenses, and how will you recover investments from the profit, etc. So, you should focus on your financial plan if you want to expand your business.

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### TIP

Mr. Bob with his nephew Mike developed the financial plan for his business. Mike, being a financial expert, helped him through all the problems encountered in this phase. The problem wasn't about how to open your own daycare business but the problem was how you plan it incorporating all financial aspects. The financial plan developed by them.

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## Important Assumptions

The company's financial projections are forecasted on the basis of the following assumptions. These assumptions are quite conservative and are also 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

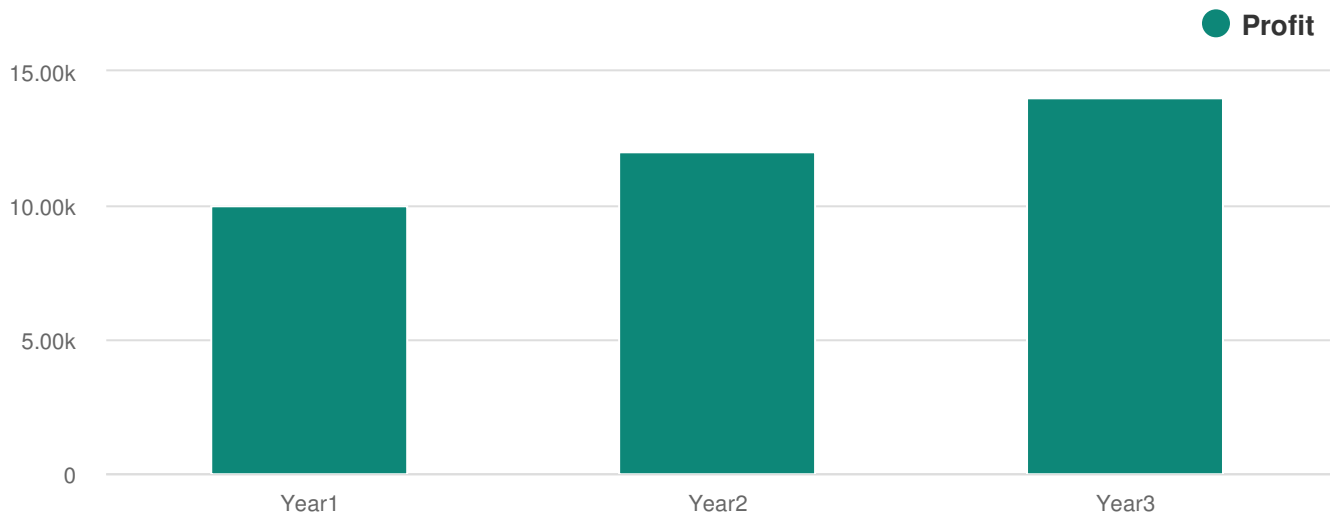
## Brake-even Analysis

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

## Projected Profit and Loss

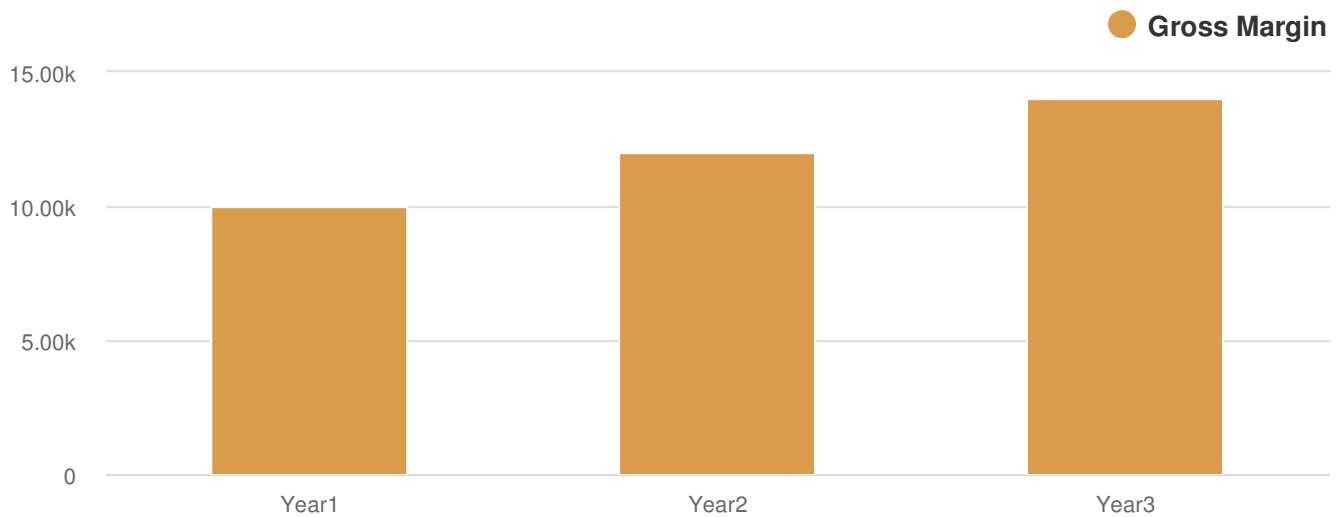
	Year 1	Year 2	Year 3
<b>Sales</b>	\$309 069	\$385 934	\$462 799
Direct Cost of Sales	\$15 100	\$19 153	\$23 206
Other	\$0	\$0	\$0
<b>TOTAL COST OF SALES</b>	\$15 100	\$19 153	\$23 206
Gross Margin	\$293 969	\$366 781	\$439 593
Gross Margin %	94,98%	94,72%	94,46%
<b>Expenses</b>			
Payroll	\$138 036	\$162 898	\$187 760
Sales and Marketing and Other Expenses	\$1 850	\$2 000	\$2 150
Depreciation	\$2 070	\$2 070	\$2 070
Leased Equipment	\$0	\$0	\$0
Utilities	\$4 000	\$4 250	\$4 500
Insurance	\$1 800	\$1 800	\$1 800
Rent	\$6 500	\$7 000	\$7 500
Payroll Taxes	\$34 510	\$40 726	\$46 942
Other	\$0	\$0	\$0
Total Operating Expenses	\$188 766	\$220 744	\$252 722
Profit Before Interest and Taxes	\$105 205	\$146 040	\$186 875
<b>EBITDA</b>	\$107 275	\$148 110	\$188 945
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$26 838	\$37 315	\$47 792
Net Profit	\$78 367	\$108 725	\$139 083
<b>Net Profit/Sales</b>	30,00%	39,32%	48,64%

## Profit Yearly



Financial Year	Profit
Year1	10000
Year2	12000
Year3	14000

## Gross Margin Yearly



Financial Year	Gross Margin
Year1	10000
Year2	12000
Year3	14000



## Pro Forma Cash Flow

Cash Received	Year 1	Year 2	Year 3
<b>Cash from Operations</b>			
Cash Sales	\$40 124	\$45 046	\$50 068
Cash from Receivables	\$7 023	\$8 610	\$9 297
<b>SUBTOTAL CASH FROM OPERATIONS</b>	<b>\$47 143</b>	<b>\$53 651</b>	<b>\$59 359</b>
<b>Additional Cash Received</b>			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$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	\$0	\$0	\$0
<b>SUBTOTAL CASH RECEIVED</b>	<b>\$47 143</b>	<b>\$53 651</b>	<b>\$55 359</b>
Expenditures	Year 1	Year 2	Year 3
<b>Expenditures from Operations</b>			
Cash Spending	\$21 647	\$24 204	\$26 951
Bill Payments	\$13 539	\$15 385	\$170 631
<b>SUBTOTAL SPENT ON OPERATIONS</b>	<b>\$35 296</b>	<b>\$39 549</b>	<b>\$43 582</b>
<b>Additional Cash Spent</b>			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
<b>SUBTOTAL CASH SPENT</b>	<b>\$35 296</b>	<b>\$35 489</b>	<b>\$43 882</b>

<b>Cash Received</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Net Cash Flow	\$11 551	\$13 167	\$15 683
<b>Cash Balance</b>	\$21 823	\$22 381	\$28 239

## Pro Forma Balance Sheet

Assets	Year 1	Year 2	Year 3
Current Assets			
Cash	\$184 666	\$218 525	\$252 384
Accounts Receivable	\$12 613	\$14 493	\$16 373
Inventory	\$2 980	\$3 450	\$3 920
Other Current Assets	\$1 000	\$1 000	\$1 000
<b>TOTAL CURRENT ASSETS</b>	\$201 259	\$237 468	\$273 677
Long-term Assets			
Long-term Assets	\$10 000	\$10 000	\$10 000
Accumulated Depreciation	\$12 420	\$14 490	\$16 560
<b>TOTAL LONG-TERM ASSETS</b>	\$980	\$610	\$240
<b>TOTAL ASSETS</b>	\$198 839	\$232 978	\$267 117
Liabilities and Capital	Year 1	Year 2	Year 3
Current Liabilities			
Accounts Payable	\$9 482	\$10 792	\$12 102
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
<b>SUBTOTAL CURRENT LIABILITIES</b>	\$9 482	\$10 792	\$12 102
Long-term Liabilities	\$0	\$0	\$0
<b>TOTAL LIABILITIES</b>	\$9 482	\$10 792	\$12 102
Paid-in Capital	\$30 000	\$30 000	\$30 000
Retained Earnings	\$48 651	\$72 636	\$96 621
Earnings	\$100 709	\$119 555	\$138 401
<b>TOTAL CAPITAL</b>	\$189 360	\$222 190	\$255 020
<b>TOTAL LIABILITIES AND CAPITAL</b>	\$198 839	\$232 978	\$267 117
<b>Net Worth</b>	\$182 060	\$226 240	\$270 420

## Business Ratio Analysis

	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%
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	Year 1	Year 2	Year 3	
Net Profit Margin	19,20%	21,16%	23,12%	N.A.
Return on Equity	47,79%	50,53%	53,27%	N.A.

	Year 1	Year 2	Year 3	Industry Profile
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				
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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