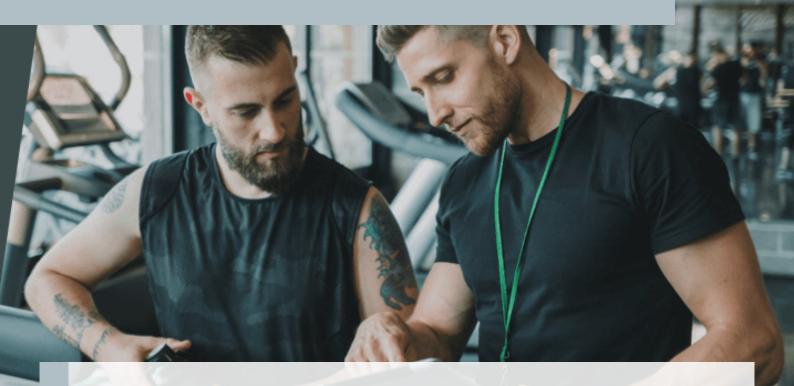


# Business Plan

[YEAR]

# Move Your Body, Shape Your Future

Information provided in this business plan is unique to this business and confidential; therefore, anyone reading this plan agrees not to disclose any of the information in this business plan without prior written permission of the company.



## **Prepared By**



John Doe



(650) 359-3153



10200 Bolsa Ave, Westminster, CA, 92683



info@example.com



http://www.example.com

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# **Executive summary**

Market Validation

Objectives

Mission statement

Keys to success

Financial Highlights

Fitjets

Fitjets offers cost-effective beginner and advanced fitness training aimed at developing an individual's health and physical strength. The company caters to individuals of all ages and genders by spearheading the concept of technical and non-technical

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### Market Validation

Fitjets

The Personal Fitness Services industry is a thriving sector of the economy of the United States of America and they generate over \$9 billion annually from more than 577,757 registered and licensed personal fitness trainers/coaches. The industry is responsible To unlock help try Upmetrics!

Start writing here..

# **Objectives**

- → Fitjets
  - To build a comprehensive technical and non-technical training portfolio in order to penetrate a wider market during the forecast period
  - To expand client portfolio to include individuals from beginners

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Short Term (1 -3 Years)

#### → Fitjets

- To set up a personal training company in the vicinity of Connecticut
- To build and regularly update the company website to include the latest training offerings immediately

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## Long Term (3-5 years)

Start writing here..

### Mission statement

→ Fitjets

Become the first choice for individuals of all ages in the US who are looking to enhance their physical abilities that achieve measurable, reliable, and visible results by providing the most comprehensive personal growth training.

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## Keys to success



#### **Future Expansion**

The founders will, in order to build a sustainable business, consistently expand its offering to include latest technology training as well as expand its target market portfolio to include a wider spectrum of individuals.



#### **Expertise**

The key attributes needed for successful training are robust knowledge, patience, enthusiasm, passion about the specific area to be handled, and constant positivity. A keen understanding of this will allow the company to offer topnotch services



#### Location

Connecticut rank high in the country's fitness quotient. People here are highly fitness conscious and hence is an ideal location for the company to set up operations.



#### **Effective Marketing**

The company will employ effective marketing tools to engage the fitness conscious student population and also collaborate with educational institutes and universities to expand its market.



#### **Qualified Workforce**

Fitjets is backed by a group of expert trainers who possess theoretical as well as industry level knowledge that gives them the right expertise to aid in the company's aim to provide an allaround enrichment to individuals



#### **Accessibility**

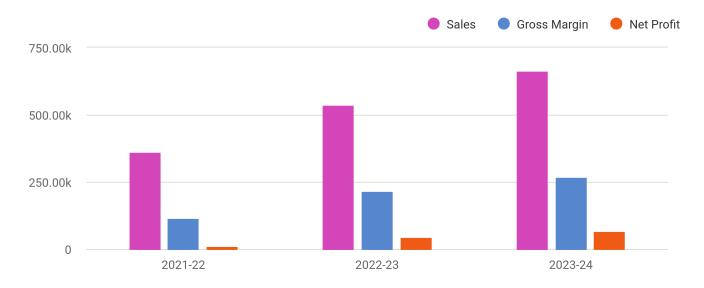
In addition to establishing a gym, Fitjets will also offer in-home training to individuals who find it difficult to visit the gym or prefer having training sessions as home.

# Financial Highlights

→ Fitjets

The company envisions raising an equity investment of \$50,000 through long-term borrowings, which will be used for the setup and launch of the jewelry store in the US. The company expects to steadily grow its revenues through active efforts in marketing, netw

Fitjets - 3 Year Financial Highlights



Financial Year	Sales	Gross Margin	Net Profit
2021-22	360,723	114,289	13,038
2022-23	538,041	216,784	44,360
2023-24	665,012	269,869	65,638

# **Business overview**

Company Ownership/Legal Entity

Location

**Interior Operating Facilities** 

**Hours of Operation** 

Startup summary

□ Fitjets

Fitjets is a professional and licensed personal fitness training company that is specialized in helping clients go through fitness schedules, overcome their health challenges and achieve their personal health and fitness goals.

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Start writing here..

# Company Ownership/Legal Entity

Fitjets

The company will be registered as a limited liability entity with the Department of State. Further, since the company envisions setting up operations in Connecticut, it will also register with the local county. The business will be wholly owned and managed by the To unlock help try Upmetrics!

Start writing here..

## Location

→ Fitjets

The company will establish a business in Enfield, Connecticut by the end of 2022. The state is ranked as the second fittest state in the United States according to ValuePenguin researchers who evaluated the health of states according to eight metrics, pertain To unlock help try Upmetrics!

# **Interior Operating Facilities**

→ Fitjets

The company will begin operations from rented space between a well-populated residential estate and a business district in Connecticut. Initial investments in setting up the interior facilities, consumables, and fitness equipment will be set up. Addition

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# **Hours of Operation**

□ Fitjets

Fitjets will cater to clients within the center as well as take in-house training sessions. The gym space will be open between 5 am till 11 pm to allow full-time workers to visit before and after their work schedules. In-home schedules will depend on trainers and To unlock help try Upmetrics!

Start writing here..

## Startup summary

→ Fitjets

A portion of the capital investment of \$50,000 will be utilized to finance a range of expenses incurred prior to the launch of the company as indicated in the table below. Accordingly, approximately \$11,500 will be spent on a range of start-up expenses (

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# Products & Services

Services

**Customer Service** 

#### □ Fitjets

A personal trainer is an individual certified to have varying degrees of knowledge involved in exercise prescription and instruction. They motivate clients by setting goals and providing feedback and accountability. Trainers also measure their client's stren

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## Services



### Exercise Instruction and Demonstration

Price: **\$150 USD** 

The one-on-one exercise demonstration is a core element of Fitjets' client-centered services. The exercise demonstration model identifies more than two dozen critical behaviors that make up a single demonstration.



#### **Fitness Consultation**

Price: **\$150 USD** 

As a full-service fitness consultant and fitness management company, Fitjets provides a wide variety of health, fitness, and wellness services to members, guests, and/or residents.



## Planning & Monitoring Exercise Programs

Price: **\$150 USD** 

A customized exercise program developed by our certified experts is a great way to stay fit and will bring you a wide range of physical and mental benefits.



## Planning & Monitoring Nutrition Programs

Price: **\$150 USD** 

Experts at Fitjets will help individuals plan and monitor their daily intake of nutrition based on their diet preferences. Complete with meals plans and regular monitoring of nutritional intake will be a part of the program.

## **Customer Service**

→ Fitjets

Fitjets prides itself on the quality of service extended to its customers. As a part of good faith and to maintain a healthy and robust customer relationship, the company will cater to the client's specific needs even if it does not form a part of a package.

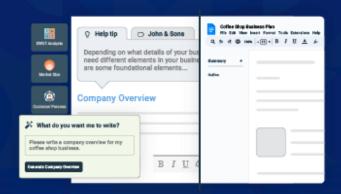
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# **Upmetrics** vs Business Plan Templates

You have a unique business with a distinct vision, and your business plan must reflect that.

Although it won't be possible with generic templates.







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Start your planning today

# Market Analysis

US Fitness Market Size
Market Trends
Online Fitness Market Trends
Target market

Fitjets

The Personal Trainers industry has experienced steady growth over the five years to 2018, fueled by rising demand for weight-loss services and greater interest in customized workout regimes. However, industry operators have had to increasingly competitude.

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### **US Fitness Market Size**

Fitjets

The US is the world's largest health and wellness market, with 41,370 clubs, and an annual growth rate of 4.5% (pre-Covid). Industry revenue is growing at a slightly higher rate of 8.4% and is currently estimated at \$35 billion.

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## **Market Trends**

→ Fitjets

The trend in the Personal Trainers Services industry shows that in the last half a decade, the industry has grown consistently. With the growing population of obese people in the United State, in-home personal fitness training services are needed regardles

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## Online Fitness Market Trends

Fitjets

There's no doubt that 2020 saw online fitness training go mainstream. Global events accelerated the sector's growth and helped establish it as a viable option for consumers around the world.

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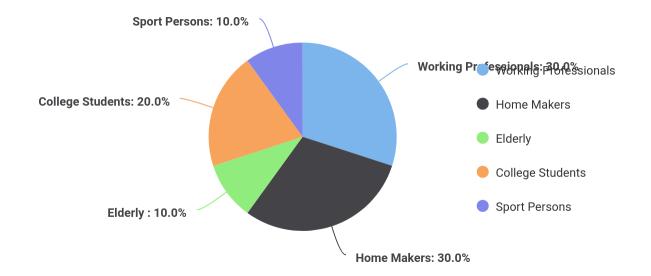
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# Target market

Fitjets

The target market for Fitjets is all-encompassing. The Company is a professional in-home personal fitness training company that is specialized in helping clients overcome fitness and health challenges, achieve their fitness and health personal goals, and To unlock help try Upmetrics!

# Fitjets Market Distribution



Target Market	Share
Working Professionals	30
Home Makers	30
Elderly	10
College Students	20
Sport Persons	10

# Comparison table

	Body by Jen	Avon Trainers	Rehab Strong
Hybrid Training	<b>Ø</b>	8	<b>Ø</b>
Gym Facility	8	<b>Ø</b>	8
In-Home Training	<b>©</b>	8	•
Nutritional Services	8	8	8
Personal Monitoring	<b>S</b>	<b>Ø</b>	8

## Competitive Advantage



#### **Value Added Services**

Fitjets will dedicate itself to the wellbeing of its customers. The company will extend specific client focused services based on their requirement.



#### Price

The company will consciously maintain a low margin for its services which allows it to control prices. Fitjets will thus be able to secure and distribute services at market beating price points.



#### **Distribution Channels**

Fitjets will offer services both inhome as well as at its dedicated and fully equipped gym facility



#### **Effective Marketing**

Fitjets will dedicate time and effort towards networking and gaining valuable insight into the prevailing market trends in the US which will allow the company to optimise its marketing strategies and effectively penetrate the market on launch.

SWOT analysis

#### □ CMS

A SWOT (Strength, Weakness, Opportunity, and Threat) analysis is a useful tool for businesses to evaluate their position in the market against the potential internal and external factors that could assist or jeopardize their operations and existence. A SWOT has

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#### Strength

- Extensive experience of the Founders (more than 25 years)
- Prime business location in Connecticut amidst a growing commercial/residential market
- · Lean organizational structure
- Offers specialized technical and maintenance services with a focus on quality
- · Experience-backed ability to take on larger projects

#### Weakness

- Is new and hence unknown in the market
- Distance between company location and
- Connecticut (e.g. nutritionists, sports trainers, etc.) may affect Fitjets' hiring plan

## Opportunity

- To expand reach across the US (e.g. by appointing remote teams, opening additional offices in other major cities, etc.)
- To expand services based on the founder's vast experience
- To continue to offer flexible ABC- pricing, avoiding fixed costs, to win more client patronage

#### Threat

- Low barriers to entry; increasing competition
- Customers defaults
- Online modules available for free may erode the company's market share

# Strategy & implementation

Distribution Strategy
Positioning Statement
Sales strategy
Pricing strategy

□ Fitjets

The objectives for the company's early sales and marketing initiatives will be to generate awareness of Fitjets as a new player in the market and to educate potential customers about its portfolio of services. Over time, as Fitjets becomes more established

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# **Distribution Strategy**

→ Fitjets

The company will reach its customer through both online and offline channels. Fitjets's comprehensive website will accept orders online and deliver them to the customer's doorstep. Customers will also have an option to physically visit the company's for the customer's doorstep.

Start writing here..

## Marketing and Promotion Programs



#### Website

Launch an engaging and attractive website that is a source of promotional materials



#### Feedback

Create a healthy feedback loop to gauge shifting trends and align services to meet demand



#### **Email**

Compiling attractive market materials which feature service portfolio of Fitjets to be sent as email blasts to prospects



#### Video

Crafting YouTube videos to provide a sneak-peek into the company's activities and projects carried out

# **Positioning Statement**

#### Fitjets

Fitjets will be positioned to become one of the leading in-home personal fitness brands in the industry in the whole of Connecticut, and also to be amongst the top 10 personal fitness training companies in the United States of America within the first 5 y

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# Sales strategy



#### → Fitjets

The company will leverage its existing client network and expand its client base by extending sampling and after-sales services. Employing social media advertising campaigns, e-mail marketing strategies, networking through community clusters, and cre

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# **Marketing Channels**



#### **Direct Mail Marketing**

Fitjets will mail professionally designed materials with its value proposition to these companies and provide quotes for its services.



#### Social Media

Millennials and consumers in general spend a considerable time browsing social media platforms. Reaching to them through this channel will be and effective way to capture attention and position its services.



#### **Google Ad Campaigns**

The advertising will target specific keywords relevant to Fitjets' offering

# **Pricing strategy**

□ Fitjets

The company will price its services based on the number of hours spent on the service. Ensuring low direct input costs, the company will optimize its service delivery techniques to maintain and offer services at a low price point.

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# Operational Plan

Management Team
Personnel Plan
Milestones

#### □ Fitjets

The team will be headed by Managing Director Mr. Anderson who will also oversee project operations. Joining Mr. Anderson in the Management Team will be sales and marketing executives, office manager,s and personal trainers.

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## Organization chart



# Management Team

#### □ Fitjets

Mr. Anderson will serve as the Managing Director of Fitjets. A highly motivated and dynamic individual, Thomas boasts vast experience in the field of aesthetics having spent a career spanning 14 years in the fitness industry. His ability to multi-task and To unlock help try Upmetrics! 🔒

## Personnel Plan



#### 

The company plans to create five full-time equivalent jobs in addition to the management team within the first three years of operations. Salaries for each employee are in line with the industry's benchmark.

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## Hiring plan

8

Filled

Hired

1

Open

Group By Department	Position Filled	Time of Hire	Time of Start	Filled On Time
Sales Representative	1 of 20	10 days	121 days	100%
Office Manager	3 of 23	30 days	21 days	80%
Personal Trainers	4 of 15	158 days	127 days	0%



Jane Doe

Sales Executive - Jane@example.com

Ability to cope with fast-paced and pressured work, accuracy, strong attention to detail and a strong analytical mind, ability to notice patterns within statistics, an interest in psychology and behavior, good organizational skills, excellent (spoken and written) communication skills.



John Doe
Office Manager - John@example.com

Preferably bilingual with ability to speak English and French fluently, problemsolving, ability to convert leads into sales, active listener, patience, and understanding of the company's products and services. Additionally, skills in social media marketing, search engine optimization, newsletter marketing, other forms of digital marketing will also be required

## Milestones

## **Fitjets**

#### **Establish**

Fitjets will rent a showroom space at the heart of Connecticuts commercial hub alongside developing a fully optimized and informative website. During this period, the company will also acquire fitness equipment and consumables. Marketing activities will also begin during this stage to build awareness and launch the brand into the market.

Year 1

# **Gain Market Traction**

Year 2

The company will begin expanding its services beyond Rhode Island to cover other regions around the United States

#### **Diversify**

Having externally established the business, the company will begin internally expanding its range of products

Year 3

#### **Grow**

>Year 3

- · Begin expanding across the US
- · Consider market expansion beyond US

# Financial plan

**Important Assumptions** 

Brake-even Analysis

Projected Profit and Loss

Projected Cash Flow

**Projected Balance Sheet** 

**Business Ratios** 

If you are going to start your own personal training 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

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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
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	\$222,754.20	\$725,764.40	\$1,640,375
Individual Training Sessions	\$31,837	\$57,171.50	\$102,665
Unit Sales	637	1,143	2,053
Unit Price	\$50	\$50	\$50
Group Training Classes	\$13,524	\$21,656.10	\$34,674
Unit Sales	451	722	1,156
Unit Price	\$30	\$30	\$30
Online Training Programs	\$177,393.20	\$646,936.80	\$1,503,036
Users	732	1,982	4,341
Recurring Charges	\$40	\$40	\$40
Cost Of Sales	\$24,000	\$24,000	\$24,000
General Costs	\$24,000	\$24,000	\$24,000
Training Equipment	\$7,200	\$7,200	\$7,200
Exercise Equipment Purchase	\$6,000	\$6,000	\$6,000
Training Materials	\$1,200	\$1,200	\$1,200
Facility and Maintenance	\$16,800	\$16,800	\$16,800
Gym Rent	\$14,400	\$14,400	\$14,400
Maintenance Fees	\$2,400	\$2,400	\$2,400
Revenue Specific Costs	\$0	\$0	\$0
Personnel Costs (Direct	\$0	\$0	\$0

	2024	2025	2026
Gross Margin	\$198,754.20	\$701,764.40	\$1,616,375
Gross Margin (%)	89.23%	96.69%	98.54%
Operating Expense	\$292,140	\$299,505.60	\$307,594.82
Payroll Expense (Indirect Labor)	\$248,940	\$254,991.60	\$261,196.44
Personal Trainer Business Plan	\$107,280	\$110,498.40	\$113,813.40
Head Trainer	\$64,800	\$66,744	\$68,746.32
Assistant Trainer	\$42,480	\$43,754.40	\$45,067.08
Administrative Staff	\$83,700	\$85,374	\$87,081.48
Office Manager	\$48,300	\$49,266	\$50,251.32
Receptionist	\$35,400	\$36,108	\$36,830.16
Support Staff	\$57,960	\$59,119.20	\$60,301.56
Maintenance Staff	\$30,360	\$30,967.20	\$31,586.52
Cleaning Staff	\$27,600	\$28,152	\$28,715.04
General Expense	\$43,200	\$44,514	\$46,398.38
Facility Rent and Utilities	\$22,200	\$22,950	\$24,251.90
Facility Rent	\$18,000	\$18,540	\$19,621.34
Utilities	\$4,200	\$4,410	\$4,630.56
Marketing Expenses	\$13,200	\$13,464	\$13,733.28
Marketing Expenses	\$6,000	\$6,120	\$6,242.40
Promotional Events	\$7,200	\$7,344	\$7,490.88
Administrative Expenses	\$7,800	\$8,100	\$8,413.20
Office Supplies	\$1,200	\$1,260	\$1,323
Software Subscriptions	\$3,000	\$3,060	\$3,121.20

	2024	2025	2026
Insurance	\$3,600	\$3,780	\$3,969
Bad Debt	\$0	\$0	\$0
Amortization of Current Assets	\$0	\$0	\$0
EBITDA	(\$93,385.80)	\$402,258.80	\$1,308,780.18
Additional Expense	\$9,184.21	\$7,101.32	\$4,911.80
Long Term Depreciation	\$2,608.80	\$2,608.80	\$2,608.80
Gain or loss from Sale of Assets	\$0	\$0	\$0
EBIT	(\$95,994.60)	\$399,650	\$1,306,171.38
Interest Expense	\$6,575.41	\$4,492.49	\$2,303
EBT	(\$102,570.01)	\$395,157.48	\$1,303,868.38
Income Tax Expense / Benefit	\$0	\$0	\$0
Total Expense	\$325,324.21	\$330,606.92	\$336,506.62
Net Income	(\$102,570.01)	\$395,157.48	\$1,303,868.38
Net Income (%)	(46.05%)	54.45%	79.49%
Retained Earning Opening	\$0	(\$117,570.01)	\$277,587.47
Owner's Distribution	\$15,000	\$0	\$0
Retained Earning Closing	(\$117,570.01)	\$277,587.47	\$1,581,455.85

# Projected Cash Flow

	2024	2025	2026
Cash Received	\$222,754.20	\$725,764.40	\$1,640,375
Cash Paid	\$322,715.41	\$327,998.12	\$333,897.82
COS & General Expenses	\$67,200	\$68,514	\$70,398.38
Salary & Wages	\$248,940	\$254,991.60	\$261,196.44
Interest	\$6,575.41	\$4,492.49	\$2,303
Sales Tax	\$0	\$0	\$0
Income Tax	\$0	\$0	\$0
Net Cash From Operations	(\$99,961.21)	\$397,766.28	\$1,306,477.18
Assets Sell	\$0	\$0	\$0
Assets Purchase	\$28,000	\$0	\$0
Net Cash From Investments	(\$28,000)	\$0	\$0
Amount Received	\$150,000	\$0	\$0
Loan Received	\$150,000	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$0	\$0	\$0
Amount Paid	\$55,712.39	\$42,795.28	\$44,984.79
Loan Capital	\$40,712.39	\$42,795.31	\$44,984.79
Dividends & Distributions	\$15,000	\$0	\$0
Net Cash From Financing	\$94,287.61	(\$42,795.28)	(\$44,984.79)

Ending Cash	(\$33,673.60)	\$321,297.40	\$1,582,789.79
Change in Cash	(\$33,673.60)	\$354,971	\$1,261,492.39
Cash Out	\$406,427.80	\$370,793.40	\$378,882.61
Cash In	\$372,754.20	\$725,764.40	\$1,640,375
Starting Cash	\$0	(\$33,673.60)	\$321,297.40
Summary			

# Projected Balance Sheet

	2024	2025	2026
Assets	(\$8,282.40)	\$344,079.80	\$1,602,963.39
Current Assets	(\$33,673.60)	\$321,297.40	\$1,582,789.79
Cash	(\$33,673.60)	\$321,297.40	\$1,582,789.79
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0
Long Term Assets	\$25,391.20	\$22,782.40	\$20,173.60
Gross Long Term Assets	\$28,000	\$28,000	\$28,000
Accumulated Depreciation	(\$2,608.80)	(\$5,217.60)	(\$7,826.40)
Liabilities & Equity	(\$8,282.40)	\$344,079.77	\$1,602,963.36
Liabilities	\$109,287.61	\$66,492.30	\$21,507.51
Current Liabilities	\$42,795.31	\$44,984.79	\$0
Accounts Payable	\$0	\$0	\$0
Income Tax Payable	\$0	\$0	\$0

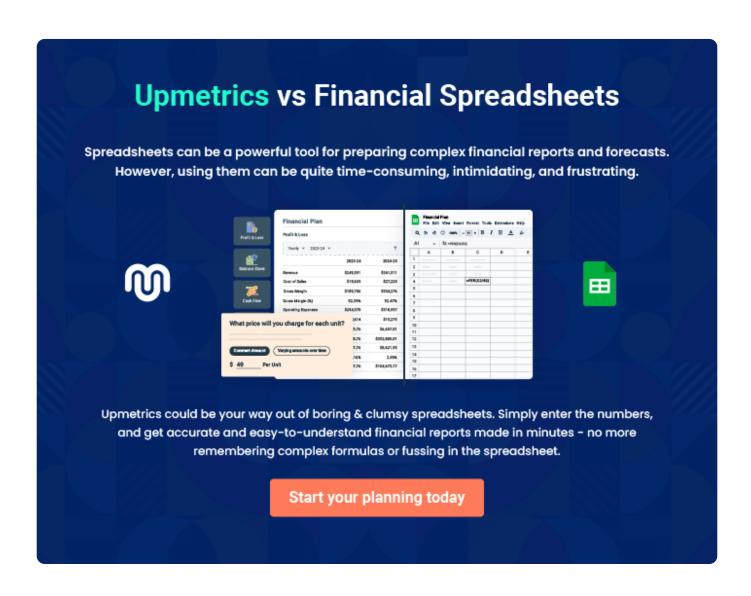
	2024	2025	2026
Sales Tax Payable	\$0	\$0	\$0
Short Term Debt	\$42,795.31	\$44,984.79	\$0
Long Term Liabilities	\$66,492.30	\$21,507.51	\$21,507.51
Long Term Debt	\$66,492.30	\$21,507.51	\$21,507.51
Equity	(\$117,570.01)	\$277,587.47	\$1,581,455.85
Paid-in Capital	\$0	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$0	\$0	\$0
Retained Earnings	(\$117,570.01)	\$277,587.47	\$1,581,455.85
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				
Net Working Capital	\$120 943	\$140 664	\$160 385	N.A.

	Year 1	Year 2	Year 3	Industry profile
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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