

## Music School Business Plan

# Business Plan

[YEAR]

#### Tune In to Music

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**



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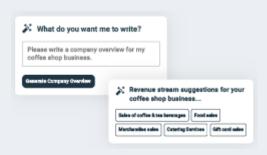
## Business planning that's simpler and faster than you think

Creating a business plan using Upmetrics to start and grow a business is literally the easiest thing in the World. Simply read the instructions and fill in the blanks. It's as simple as that.



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Create a comprehensive business plan and maximize your chances of securing funding, bank loans, and small business grants.

# **Executive Summary**

Market opportunity
Services Offered
Marketing & Sales Strategies
Financial Highlights



An executive summary is the first section of the business plan intended to provide an overview of the whole business plan.

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Music School Business Plan

Start your executive summary by briefly introducing your business to your readers.

This section may include the name of your music school, its location, when it was founded the

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## Market opportunity



Music School Business Plan

Summarize your market research, including market size, growth potential, and marketing trends. Highlight the opportunities in the market and how your business will fit in to fill the gap.

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### Services Offered

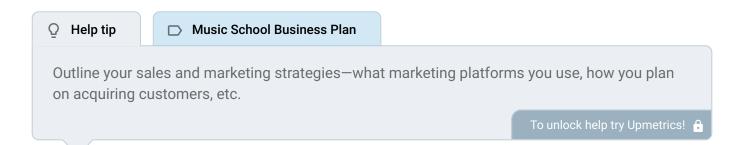


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Highlight the music school services you offer your clients. The USPs and differentiators you offer are always a plus.

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## Marketing & Sales Strategies

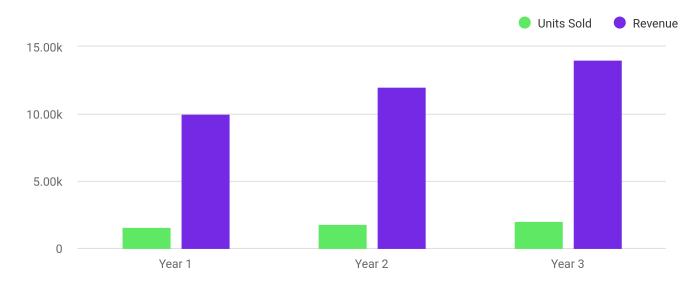


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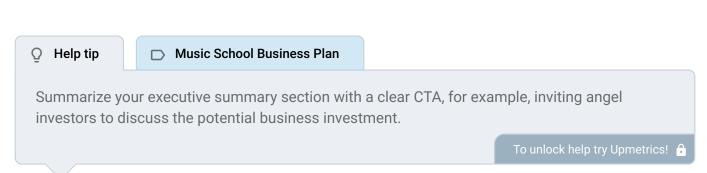
## **Financial Highlights**



#### Units Sold v/s Revenue



Financial Year	Units Sold	Revenue
Year 1	1,550	\$10,000
Year 2	1,800	\$12,000
Year 3	2,050	\$14,000



Write a call to action for your business plan.

# Company Overview

Ownership

Mission statement

**Business history** 

Future goals



Depending on what details of your business are essential, you'll need different elements in your business overview.

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Describe your business in this section by providing all the basic information:

Describe what kind of music school you run and the name of it. You may appoint in one of

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## **Ownership**



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List the names of your music school's founders or owners. Describe what shares they own and their responsibilities for efficiently managing the business.

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#### Mission statement



Summarize your business' objective, core principles, and values in your mission statement. This statement needs to be memorable, clear, and brief.

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At [Harmony Heights Music Academy], we believe in nurturing the musical spirit inherent in all. Our commitment is to provide worldclass music education, fostering creativity, discipline, and passion.

We strive to create an environment where every note played resonates with excellence and every student finds their unique voice.



## **Business history**



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If you're an established music service provider, briefly describe your business history, likewhen it was founded, how it evolved over time, etc.

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## Future goals



□ Help tip

It's crucial to convey your aspirations and vision. Mention your short-term and long-term goals; they can be specific targets for revenue, market share, or expanding your services.

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# Market Analysis

Target Market

Market size and growth potential

Competitive analysis

Market trends

Regulatory environment



Market analysis provides a clear understanding of the market in which your printing business will run along with the target market, competitors, and growth opportunities.

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To write the introduction section of your market analysis, start by clearly identifying your primary target market.

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## **Target Market**



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Start this section by describing your target market. Define your ideal customer and explain what types of services they prefer. Creating a buyer persona will help you easily define your target market to your readers.

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## Market size and growth potential

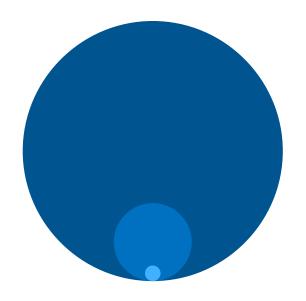


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Describe your market size and growth potential and whether you will target a niche or a much broader market.

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#### Market Size



#### **Available Market**

Total individuals interested in music education globally.

**2M** 

#### **Served Market**

Those reachable through our accessible channels, e.g., online platforms.

750k

#### **Target Market**

Individuals aged 10-25, interested in online music tutorials.

150k



#### 

Music School Business Plan

Identify and analyze your direct and indirect competitors. Identify their strengths and weaknesses, and describe what differentiates your music school services from them.

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## Competitive analysis

#### [Competitor A's Name]

Founded in [Year], [Competitor A's Name] has been a significant player in the [specific niche, e.g., "online vocal training"] segment. Located in [Location], they cater predominantly to [Target demographic, e.g., "young adults and professionals looking for weekend classes"].

#### **Features**

Offers both website and mobile app-based learning solutions.

Provides recognized certification upon course completion

Organizes monthly guest workshops with renowned musicians and educators.

Offers both monthly and yearly subscription options with varying levels of access.

#### Strengths

Established name with a significant following on social media platforms.

Broad spectrum of courses catering to different skill levels.

Highly responsive 24/7 customer support.

#### Weaknesses

Premium pricing can be a deterrent for some potential students.

Periodic reports of app crashes and bugs.

Heavy reliance on pre-recorded lessons, lacking personalized feedback.

#### [Competitor B's Name]

[Competitor B's Name] is a more recent entrant, starting operations in [Year]. They've quickly made their mark in the [specific niche, e.g., "instrumental lessons for children"] with their studio located in [Location].

#### **Features**

Uses augmented reality (AR) for engaging instrumental lessons.

Organizes weekly group learning sessions, fostering a sense of community

Customizable lesson plans based on individual learning pace and preference.

#### Strengths

Pioneers in integrating AR technology in music lessons.

Strong emphasis on creating a community of learners.

Offers a wide range of time slots to cater to global students.

#### Weaknesses

Only caters to a specific instrument, limiting their potential market reach.

Still establishing brand trust and recognition.

AR lessons require specific hardware, potentially excluding some interested students.

#### Market trends



Music School Business Plan

Analyze emerging trends in the industry, such as technology disruptions, changes in customer behavior or preferences, etc. Explain how your business will cope with all the trends.

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## Regulatory environment



Help tip

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List regulations and licensing requirements that may affect your music school, such as business registration, online regulations, insurance, environmental regulations, state and federal regulations, etc.

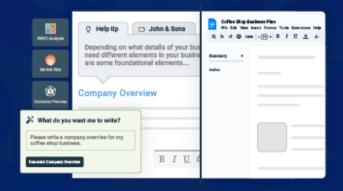
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## **Upmetrics** vs Business Plan Templates

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.







Upmetrics guided builder prompts you with tailored questions and helps answer them to create your business plan. You also have access to Al Assistant and other resources to seek guidance and ensure you're on the right track.

Start your planning today

## **Products and Services**

Music lessons & services

**Performance Opportunities** 

**Musical Products** 

**Quality Measures** 

**Additional Services** 



The product and services section of music school business plan should describe the specific services and products offered to customers. To write this section should include the following:

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To craft the introduction for your "Products and Services" chapter, begin by positioning your business within its industry, emphasizing its unique strengths or value proposition.

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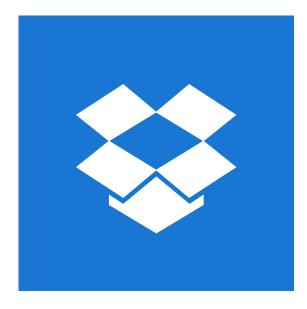


#### 

Mention the different types of music lessons you will offer. This may include individual and group lessons for various instruments such as violin, guitar, piano, and vocal training.

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#### Music lessons & services



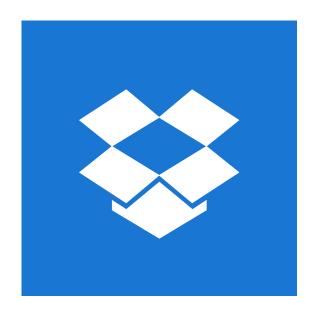
#### Individual Music Lessons

Price: [\$50/hour]

Personalized, one-on-one instruction tailored to the student's pace and preferences. These lessons ensure focused attention and are designed for those serious about mastering their chosen instrument or vocal techniques.

#### **Specifications**

- Instruments Offered: Violin, Guitar, Piano, etc.
- Curriculum: [Specific curriculum name, e.g., "Suzuki Method" for Violin]
- Duration: 1 hour (can be extended upon request)
- Instructors: Certified with [e.g., "Master's in Music"]



#### **Group Ensemble Sessions**

Price: [\$30/hour]

Interactive group classes that promote ensemble play and peer learning. Ideal for those who enjoy collaborative learning.

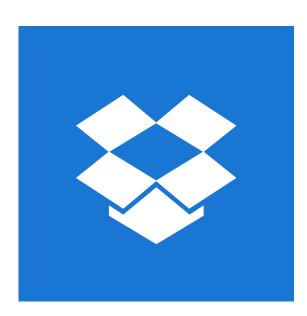
#### **Specifications**

• Instruments Offered: Guitar, Choir sessions, etc.

• Maximum Students per Class: 10

Duration: 1 hour

• Frequency: Weekly



#### Piano for Sale

Price: [\$1,000] (varies based on model)

Top-grade pianos sourced from trusted manufacturers. Suitable for both beginners and professionals.

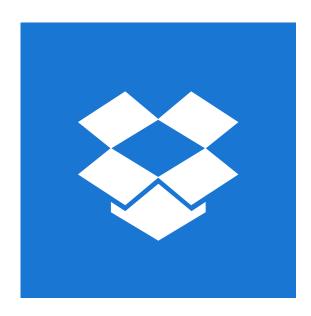
#### **Specifications**

• Brand: [e.g., "Yamaha"]

• Model: [e.g., "YPT-260"]

• Keys: 61

· Warranty: 1 year



#### **Music Recital Participation**

Price: [\$20] (Entry fee)

Bi-annual events where students can showcase their learning and progress. An excellent platform for live performance exposure.

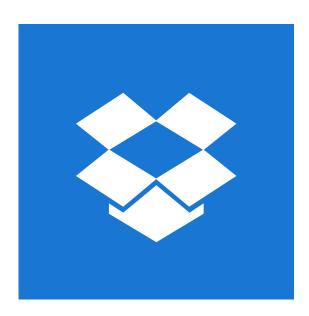
#### **Specifications**

Venue: [e.g., "City Auditorium"]

Audience Capacity: 500

• Performance Duration: 10 minutes per student

Accompaniments: Available upon request



#### **Summer Music Camp**

Price: [\$500] (for the entire week)

An intensive week-long program during the summer break. Offers comprehensive training sessions, workshops with guest musicians, and ensemble performances.

#### **Specifications**

• Duration: 1 week

· Daily Hours: 9 am - 3 pm

Guest Sessions: 2 during the week

· Final Day Performance for Parents and Guests

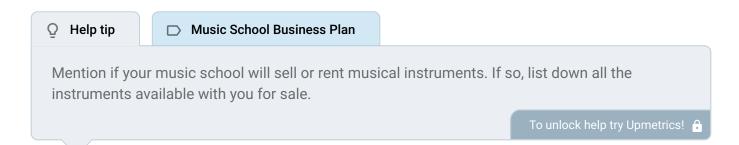
## **Performance Opportunities**



Highlight any type of performance opportunity that your school will offer. This includes recitals, concerts, competitions, and opportunities for music collaborations.

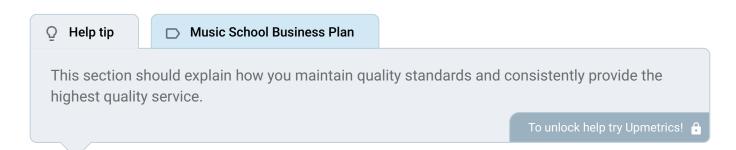
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#### **Musical Products**



Start writing here..

## **Quality Measures**



Start writing here..

#### **Additional Services**



# Sales And Marketing Strategies

Unique Selling Proposition (USP)

**Pricing Strategy** 

Marketing strategies

Sales strategies

**Customer retention** 



Writing the sales and marketing strategies section means a list of strategies you will use to attract and retain your clients.

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To create an effective introduction for your "Sales and Marketing Strategies" chapter, start by setting the stage within your specific industry or market.

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## **Unique Selling Proposition (USP)**



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Define your business's USPs depending on the market you serve, the equipment you use, and the unique services you provide. Identifying USPs will help you plan your marketing strategies.

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## **Pricing Strategy**



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Describe your pricing strategy—how you plan to price your music services and stay competitive in the local market. You can mention any initial discounts you plan on offering to attract new customers to your music service.

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Discuss your marketing strategies to market your services. You may include some of these marketing strategies in your business plan-social media marketing, Google ads, brochures, email marketing, content marketing, and print marketing.

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## Marketing strategies

#### Online



#### **Social Media**

Engaging posts, student testimonials, and live session snippets will be regularly posted on platforms like Facebook, Instagram, and YouTube.



#### **Email Marketing**

Newsletters, course updates, and special offers will be periodically sent to our subscriber base.



#### **Content Marketing**

Blog posts, articles, and videos on music tips, techniques, and the importance of music education.



#### Google Ads

Targeted advertisements to capture potential students searching for music lessons in [Your Area].

#### Offline



#### **Brochures & Print Media**

Distributed in local community centers, schools, and cafes to reach a local audience.

#### 

Outline the strategies you'll implement to maximize your sales. Your sales strategies may include consultative sales, partnering with educational institutes, offering referral programs, etc.

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## Sales strategies



#### **Consultative Sales**

Prospective students will have oneon-one consultation sessions to understand their needs and recommend appropriate courses.



#### **Engage with Universities**

Collaborating with local schools and colleges to offer special workshops or integrate our lessons into their extracurricular activities.



#### **Referral Programs**

Existing students can refer others and avail of benefits like discounts or free sessions.



#### 

Describe your customer retention strategies and how you plan to execute them. For instance, introducing loyalty programs, discounts on course subscriptions, personalized service, etc.

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#### Customer retention



#### **Loyalty Programs**

Avail discounts or free sessions after a certain number of completed courses.



#### **Course Subscription Discounts**

Offering discounts for students who subscribe to a series of courses or an annual membership.



#### **Personalized Service**

Tailoring course content based on individual feedback, and offering personalized progression paths.

# **Operations Plan**

Staffing & Training
Operational Process
Equipment & Machinery



When writing the operations plan section, it's important to consider the various aspects of your business operations.

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To create an effective introduction for your "Operational Plan" chapter, start by emphasizing the pivotal role of efficient operations in the success of your business, underscoring how they directly impact the quality of services delivered.

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Start writing here..

## **Staffing & Training**



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Mention your music business's staffing requirements, including the number of music instructors, accompanists, and support staff needed. Include their qualifications, the training required, and the duties they will perform.

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Start writing here..

## **Operational Process**



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Outline the processes and procedures you will use to run your music school. Your operational processes may include scheduling classes, curriculum design, attending walk-ins, offering free trials, equipment maintenance, and staff training.

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## **Equipment & Machinery**



□ Help tip

Include the list of equipment and machinery required for a music school, such as musical and practice instruments, speakers, amplifiers, recording equipment, audio-visual tools, etc.

# **Management Team**

Key managers
Organizational structure
Compensation plan
Board of advisors



The management team section provides an overview of the individuals responsible for running your business plan.

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To craft an introduction for your "Management Team" chapter, begin by emphasizing the crucial role of leadership in the success of any business.

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Start writing here..

## Key managers



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Introduce your management and key members of your team, and explain their roles and responsibilities.

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#### John Doe

CEO & Co-founder - john.doe@example.com

John Doe, the CEO and founder of [Harmony Heights Music Academy], has always harbored a profound passion for music and education.





He holds a Master's degree in Music Education from the prestigious [University Name] and has over 15 years of experience in both music instruction and administration.

Under his leadership, the school has flourished and earned recognition on both regional and national stages.







With a Ph.D. in Musicology from [University Name], Jane Doe's academic background is nothing short of impressive.

Adding to her credentials is a decade-long tenure at [Previous Music Institution], where she headed the vocal training department.

Her vast experience, coupled with her innovative ideas, brings a fresh perspective to our institution's direction and curriculum standards.



0



Alice Brown, a renowned vocalist with over two decades of performance and teaching experience, has graced stages both in the U.S and internationally.

With a Bachelor's in Vocal Performance from [University Name] and further training from [Specialized Music Institution], she brings both practical skills and a deep understanding of teaching methodologies.

At [Harmony Heights Music Academy], she is responsible for training instructors, conducting masterclasses, and ensuring the highest quality of music instruction.





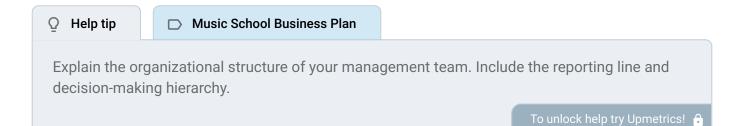
Robert Brown
Instrument Manager - robert.brown@example.com

Robert Brown's proficiency with musical instruments is unmatched.

As a professional pianist and a graduate from [University Name] with a major in Instrumental Music, he possesses both the knowledge and skills to manage our vast array of instruments.

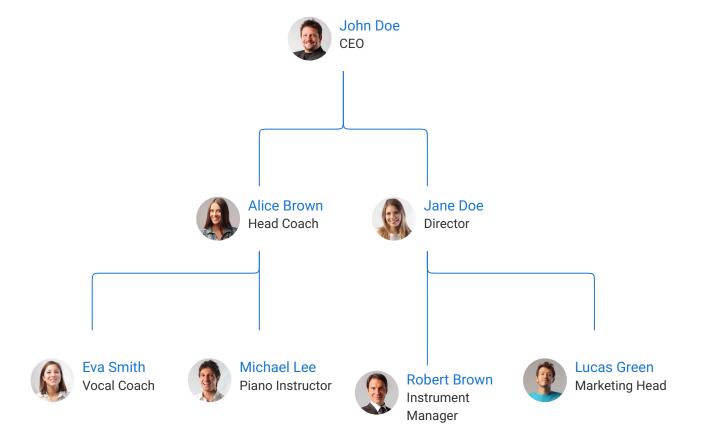
Having spent over 12 years as an instrument curator for [Famous Orchestra or Institution], he ensures that every instrument at [Harmony Heights Music Academy] is of top-notch quality, well-maintained, and sourced from the best manufacturers.

## Organizational structure

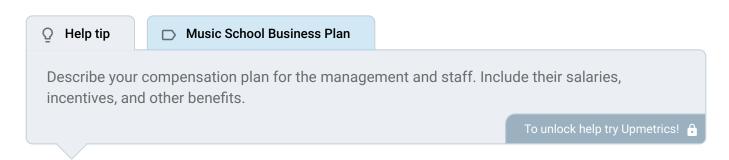


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#### Organization chart



## Compensation plan



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Mentioning advisors or consultants in your business plans adds credibility to your business idea.

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#### Board of advisors



**Dr. Sarah Thompson Educational Advisor** 

Ph.D. in Music Education, University of [Name]

#### Background:

- Dr. Thompson is a renowned music educator with over 20 years of experience in curriculum development and teacher training.
- · She has published numerous articles on innovative teaching methodologies and is a sought-after speaker at music education conferences worldwide.

#### Role:

- Dr. Thompson advises on our curriculum development, ensuring it aligns with the latest educational standards and best practices.
- She also conducts regular training sessions with our instructors to enhance their teaching skills.



Mr. Michael Johnson

Marketing and Branding Consultant

MBA, University of [Name]

#### Background:

- With over 15 years of experience in marketing and branding, Mr. Johnson has helped numerous educational institutions establish and strengthen their market presence.
- He specializes in digital marketing strategies and brand development.

#### Role:

 Mr. Johnson provides strategic advice on our marketing and branding efforts, helping us to effectively reach our target audience and build a strong brand identity. 8.

# Financial Plan

Profit & loss statement

Cash flow statement

Balance sheet

Break-even Analysis

Financing needs



When writing the financial plan section of a business plan, it's important to provide a comprehensive overview of your financial projections for the first few years of your business, You may provide the following:

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Music School Business Plan

To create an effective introduction for your "Financial Plan" chapter, begin by stressing the critical role of a well-structured financial plan in the success of your venture.

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Describe details such as projected revenue, operational costs, and service costs in your projected profit and loss statement. Make sure to include your business's expected net profit or loss.

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## Profit & loss statement

	2024	2025	2026
Revenue	\$840,658.67	\$2,439,017	\$4,219,195.50
Vocal Training Classes	\$421,239.50	\$1,358,934.50	\$2,609,709.50

	2024	2025	2026
Users	1,348	3,118	5,505
Recurring Charges	\$50	\$50	\$50
Instrument Learning Courses	\$177,566.50	\$452,476.50	\$666,037
Users	524	926	1,254
Recurring Charges	\$50	\$50	\$50
Online Music Lessons	\$241,852.67	\$627,606	\$943,449
Users	1,076	1,953	2,675
Recurring Charges	\$33.33	\$33.33	\$33.33
Cost Of Sales	\$25,200	\$26,220	\$27,285
General Costs	\$25,200	\$26,220	\$27,285
Classroom Resources	\$18,000	\$18,780	\$19,595.40
Sheet Music Licensing	\$6,000	\$6,180	\$6,365.40
Instrument Maintenance	\$12,000	\$12,600	\$13,230
Online Platform Costs	\$7,200	\$7,440	\$7,689.60
Video Hosting Service	\$1,200	\$1,200	\$1,200

	2024	2025	2026
Online Course Material	\$6,000	\$6,240	\$6,489.60
Revenue Specific Costs	\$0	\$0	\$0
Personnel Costs (Direct Labor)	\$0	\$0	\$0
Gross Margin	\$815,458.67	\$2,412,797	\$4,191,910.50
Gross Margin (%)	97%	98.92%	99.35%
Operating Expense	\$788,400	\$808,982.40	\$830,187.72
Payroll Expense (Indirect Labor)	\$676,800	\$696,974.40	\$717,763.32
Teaching Staff	\$408,960	\$421,228.80	\$433,865.76
Vocal Instructor	\$142,560	\$146,836.80	\$151,241.76
Instrument Instructor	\$266,400	\$274,392	\$282,624
Administrative Staff	\$142,560	\$147,427.20	\$152,463.96
Office Manager	\$59,040	\$61,401.60	\$63,857.64
Administrative Assistant	\$83,520	\$86,025.60	\$88,606.32

	2024	2025	2026
Support Staff	\$125,280	\$128,318.40	\$131,433.60
Maintenance Staff	\$72,000	\$73,440	\$74,908.80
IT Support Staff	\$53,280	\$54,878.40	\$56,524.80
General Expense	\$111,600	\$112,008	\$112,424.40
Facility Costs	\$30,000	\$30,120	\$30,242.40
Rent	\$24,000	\$24,000	\$24,000
Utilities	\$6,000	\$6,120	\$6,242.40
Operational Costs	\$63,600	\$63,708	\$63,819.24
Instrument Purchase	\$60,000	\$60,000	\$60,000
Maintenance and Repairs	\$3,600	\$3,708	\$3,819.24
Marketing and Advertising	\$18,000	\$18,180	\$18,362.76
Online Ads	\$12,000	\$12,180	\$12,362.76
Print Media	\$6,000	\$6,000	\$6,000
Bad Debt	\$0	\$0	\$0
Amortization of Current Assets	\$0	\$0	\$0

	2024	2025	2026
EBITDA	\$27,058.66	\$1,603,814.60	\$3,361,722.79
Additional Expense	\$14,699.05	\$13,608.56	\$12,450.82
Long Term Depreciation	\$9,180	\$9,180	\$9,180
Gain or loss from Sale of Assets	\$0	\$0	\$0
EBIT	\$17,878.66	\$1,594,634.60	\$3,352,542.79
Interest Expense	\$5,519.05	\$4,428.56	\$3,270.82
EBT	\$12,359.61	\$1,590,206.04	\$3,349,271.97
Income Tax Expense / Benefit	\$0	\$0	\$0
Total Expense	\$828,299.05	\$848,810.96	\$869,923.54
Net Income	\$12,359.61	\$1,590,206.04	\$3,349,271.97
Net Income (%)	1.47%	65.20%	79.38%
Retained Earning Opening	\$0	(\$17,640.39)	\$1,562,565.65

	2024	2025	2026
Owner's Distribution	\$30,000	\$10,000	\$10,000
Retained Earning Closing	(\$17,640.39)	\$1,562,565.65	\$4,901,837.62



#### 

The cash flow for the first few years of your operation should be estimated and described in this section. This may include billing invoices, payment receipts, loan payments, and any other cash flow statements.

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## Cash flow statement

2024	2025	2026
\$840,658.66	\$2,439,017	\$4,219,195.51
\$819,119.05	\$839,630.96	\$860,743.54
\$136,800	\$138,228	\$139,709.40
\$676,800	\$696,974.40	\$717,763.32
\$5,519.05	\$4,428.56	\$3,270.82
\$0	\$0	\$0
\$0	\$0	\$0
	\$840,658.66 \$819,119.05 \$136,800 \$676,800 \$5,519.05 \$0	\$840,658.66 \$2,439,017 \$819,119.05 \$839,630.96 \$136,800 \$138,228 \$676,800 \$696,974.40 \$5,519.05 \$4,428.56 \$0 \$0

	2024	2025	2026
Net Cash From Operations	\$21,539.61	\$1,599,386.04	\$3,358,451.97
Assets Sell	\$0	\$0	\$0
Assets Purchase	\$50,000	\$0	\$0
Net Cash From Investments	(\$50,000)	\$0	\$0
Amount Received	\$150,000	\$0	\$0
Loan Received	\$100,000	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$50,000	\$0	\$0
Amount Paid	\$47,680.31	\$28,770.80	\$29,928.54
Loan Capital	\$17,680.31	\$18,770.80	\$19,928.54
Dividends & Distributions	\$30,000	\$10,000	\$10,000
Net Cash From Financing	\$102,319.69	(\$28,770.80)	(\$29,928.54)

	2024	2025	2026
Summary			
Starting Cash	\$0	\$73,859.30	\$1,644,474.54
Cash In	\$990,658.66	\$2,439,017	\$4,219,195.51
Cash Out	\$916,799.36	\$868,401.76	\$890,672.08
Change in Cash	\$73,859.30	\$1,570,615.24	\$3,328,523.43
Ending Cash	\$73,859.30	\$1,644,474.54	\$4,972,997.97

○ Help tip

Create a projected balance sheet documenting your music school's assets, liabilities, and equity.

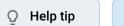
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## Balance sheet

	2024	2025	2026
Assets	\$114,679.30	\$1,676,114.54	\$4,995,457.97
Current Assets	\$73,859.30	\$1,644,474.54	\$4,972,997.97

	2024	2025	2026
Cash	\$73,859.30	\$1,644,474.54	\$4,972,997.97
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0
Long Term Assets	\$40,820	\$31,640	\$22,460
Gross Long Term Assets	\$50,000	\$50,000	\$50,000
Accumulated Depreciation	(\$9,180)	(\$18,360)	(\$27,540)
Liabilities & Equity	\$114,679.30	\$1,676,114.54	\$4,995,457.97
Liabilities	\$82,319.69	\$63,548.89	\$43,620.35
Current Liabilities	\$18,770.80	\$19,928.54	\$0
Accounts Payable	\$0	\$0	\$0
Income Tax Payable	\$0	\$0	\$0
Sales Tax Payable	\$0	\$0	\$0
Short Term Debt	\$18,770.80	\$19,928.54	\$0
Long Term Liabilities	\$63,548.89	\$43,620.35	\$43,620.35
Long Term Debt	\$63,548.89	\$43,620.35	\$43,620.35

	2024	2025	2026
Equity	\$32,359.61	\$1,612,565.65	\$4,951,837.62
Paid-in Capital	\$0	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$50,000	\$50,000	\$50,000
Retained Earnings	(\$17,640.39)	\$1,562,565.65	\$4,901,837.62
Check	\$0	\$0	\$0



Determine and mention your business's break-even point—the point at which your business costs and revenue will be equal.

This exercise will help you understand how much revenue you need to generate to sustain or be profitable.

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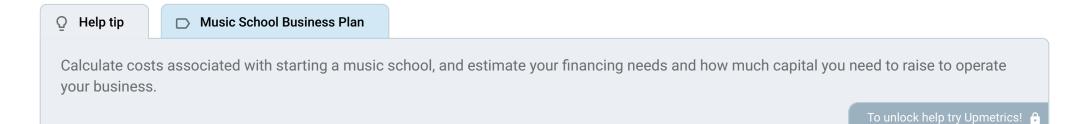
## Break-even Analysis

	2024	2025	2026
Starting Revenue	\$0	\$840,658.66	\$3,279,675.66

	2024	2025	2026
Net Revenue	\$840,658.67	\$2,439,017	\$4,219,195.50
Closing Revenue	\$840,658.66	\$3,279,675.66	\$7,498,871.17
Starting Expense	\$0	\$828,299.05	\$1,677,110.01
Net Expense	\$828,299.05	\$848,810.96	\$869,923.54
Closing Expense	\$828,299.05	\$1,677,110.01	\$2,547,033.55
Is Break Even?	Yes	Yes	Yes
Break Even Month	Dec '24	0	0
Days Required	24 Days	0	0
Break Even Revenue	\$814,756.49	\$0	\$0
Vocal Training Classes	\$407,755	\$0	\$0
Instrument Learning Courses	\$172,324.90	\$0	\$0
Online Music Lessons	\$234,676.59	\$0	\$0
Break Even Units			
Vocal Training Classes	1,333	0	0

	2024	2025	2026
Instrument Learning Courses	528	0	0
Online Music Lessons	1,076	0	0

## Financing needs



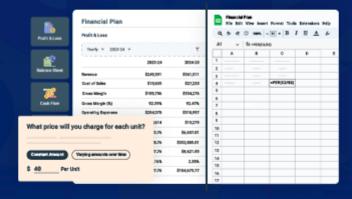
Start writing here..

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9.

**Appendix** 



When writing the appendix section, you should include any additional information that supports the main content of your plan. This may include financial statements, market research data, legal do

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Mariia Yevlash

★ ★ ★ ★

Student, Sumy State University – Ukraine

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