

# FRITS J. BOS, PMP

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## Launching Your Business

Have you ever noticed there is similarity between a rocket launch and starting a business? When you launch a rocket, 50% of the potential energy is required for the initial liftoff. Over 80% of the energy will be expended by the time you reach orbit. When you launch a business, we see 50% running out of steam in their first year. Over 80% of new ventures do not make it past their first 5 years: they never get into “business orbit”.

Pro-Forma Financial Statements						
Projected Balance Sheet:	Enter first year:	2018	2019	2020	2021	2022
Assets - Current						
Accounts Receivable	\$ 1,418	\$ 2,943	\$ 7,839.87	\$ 6,194.52	\$ 6,017.20	
Inventory (Raw Materials)	\$ 4,218	\$ 7,24	\$ 7,641.44	\$ 8,035.96	\$ 8,453.16	
Inventory (Supplies)	\$ 2,43	\$ 145	\$ 166.43	\$ 190.43	\$ 4,404.82	
Prepaid Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Current Assets	\$ 7,914	\$ 10,111	\$ 19,467.74	\$ 18,420.91	\$ 18,875.18	
Assets - Long Term						
Land & Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	
Less: Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	
Furniture & Fixtures	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	
Less: Accumulated Depreciation	\$ -	\$ -	\$ (600.00)	\$ (1,200.00)	\$ (1,800.00)	
Equipment & Machinery	\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	
Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)	\$ -	\$ (20,600.00)	
Total Fixed Assets	\$ 3,333.33	\$ 22,066.67	\$ 17,600.00	\$ 29,400.00	\$ 9,200.00	
Research & Development	\$ -	\$ -	\$ -	\$ -	\$ -	
Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Assets - Other	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Long Term Assets	\$ 3,333.33	\$ 22,066.67	\$ 17,600.00	\$ 29,400.00	\$ 9,200.00	
Total Assets	\$ 11,201.91	\$ 43,186.78	\$ 37,067.74	\$ 47,820.91	\$ 28,075.18	
Liabilities - Current						
Bank Loans - Line of Credit	\$ -	\$ 76,785.06	\$ 142,827.75	\$ 154,785.06	\$ 154,785.06	
Accounts Payable	\$ 250.48	\$ 250.18	\$ 250.59	\$ 250.18	\$ 250.18	
Accruals - Current LTD	\$ 1,000.00	\$ 5,920.00	\$ 5,336.00	\$ 4,268.00	\$ 4,268.00	
Taxes Payable	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Current Liabilities	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,278.32	\$ 165,166.44	
Liabilities - Long Term						

Like rockets, to improve the potential of a business we must improve the efficiency of the launch into orbit process. Another similarity is that we must continuously monitor the effectiveness of the business. As part of the launch we create a plan, but writing a plan is just the first step since we will continuously have to make course corrections. It is safe to assume that at least 80% of new business ventures fail to do this. But let’s not forget that major, established companies are not immune to being blindsided into financial difficulty, many of which are now history. Why?

Business planning and progress tracking tends to be a costly and laborious effort. At least it was up until we introduced LIFTOFF! that is based on Excel™-VBA to maximize the utility and flexibility you need at an ultra-competitive price. Not only are traditional business planning services based on manual document-producing effort, each revision to the plan is costly (averaging \$1000/day). The focus of these efforts is to produce a document that impresses potential financiers. Wrong! The focus should be to analyze the risks and opportunities in that venture to help entrepreneurs to make informed decisions regarding a potential business venture.



### Invest \$600.00 in a planning kit:

If you know how to use Excel™, you can utilize our LIFTOFF! workbook with Excel™-VBA logic, to avoid making an expensive investment in any business opportunity (or expansion) that does not survive that perilous journey to reach solid ground to become another statistic. If you fail to plan, you plan to fail, and that is unnecessary.

You fail to plan unless you consider many possible options that can affect your business venture. That means you do not just consider one plan (as with traditional business planning approaches) but a whole suite of options. With LIFTOFF! that takes minimal time and almost no extra money. Our Excel™-VBA simulation engine can use a brute-force approach to find all input combinations and rank the outcomes from best to worst (OK, it only shows up to 600 or so of the best results). No, you don’t pay a buck per analysis cycle: you can repeat this as often as you want to fine-tune.

## Managing Your Business

If you are diligent about it, you can also use the business plan to measure actual results to plan, to get an early-warning opportunity to take action when results are below expectations. Usually businesses do this quarterly – LIFTOFF! provides a Business Tracker worksheet that mirrors your business plan whereby the totals to-date are compared with 1 to 4 quarterly results depending on where you are in your fiscal year. This provides a condensed status report based on a subset of the business plan information, as outlined later in this introduction. Of course, you can easily employ the budgeting capabilities of your accounting system as well, but the Business Tracker is focused on the key elements that drive the overall plan.

LIFTOFF! is about value: a typical business plan that covers all the bases will set you back at least \$5,000.00 plus 10% for every revision you request. Imagine the cost if you want to do “what if” analyses using traditional service providers: that goes a long way to explaining why so many business ventures are started without a suitable business plan. Also, that does not include any of the other plans that you can produce with LIFTOFF! (which can be critical components for many companies). Even if you call on the services of a coach or a consultant, the work effort is a one-time preparation, and because the system is based on Excel™ you have complete flexibility to run as many analyses as you want to make sure you cover all the “what if” conditions that interfere with a good night’s sleep:

- A **coach** will support you, answer questions, provide advice, act as a sounding board, etc., while you do the hands-on work yourself. Looking at a blank template can be daunting, so there are options where we can have regular coaching calls to step you through this process, while you take time to complete the assigned section of the plan. This way you will be intimately familiar with the plan, which makes it easier for you to explain details to relevant stakeholders, like bankers, financiers, or investors.
- A **consultant** will ask you for relevant information and construct a business plan for you, so you do not have to struggle with Excel™. This is recommended if you want the format of the plan customized, and you want expert help to make sure all the calculations in the worksheet remain accurate. Once your worksheets are completed, you can take over to look at different assumptions independently. A consultant can also be engaged to train you (or your in-house staff if applicable) to do this work independently.
- Our competitive advantage is that, no matter whether you do the planning yourself, or you enlist our services to help you, you will end up with a dynamic business plan using Excel™ that enables you to independently perform “what if” analyses at no extra cost.

Now you know why we assert that a business plan is not a pretty document to impress possible investors (although we can help you do that). Realistically, that is the tail of a pretty large dog. If you wonder what is covered in the plan, what you can get from a \$600.00 planning kit, the list is shown below (and you can decide what parts you want or do not want). Also, you are not out on a limb: if you need coaching or consulting help getting the plan together we offer services too, as we have affiliated consultants that are competent in working with you through these steps. Our consultants are also able and willing to train your finance staff to work with LIFTOFF! themselves, but to do that, you still need to invest in the planning kit to have the license for using the LIFTOFF! software on your own (or your employee’s) PC. You benefit because you can use these tools for any future business planning activities, and more.



Jeanne Albert <jeanne@flu...>  
Thu 2018-10-04, 8:41 PM

## Testimonial

Frits: I know this isn't meant to wax poetic but I'm crying as I write this. I feel so blessed and beyond words. I just finished going through the business plan and I am speechless. Where I felt I had not clearly expressed myself, you filled in and the numbers, well let me just say that I now know what numbers to aim for and beyond!

All I know is that whatever angel lead you to us, we are and will remain forever grateful. Thank you from the bottom of our hearts!

Hugs, Jeanne



## Business Plan

The focus of most planning services is the business plan. However, in most cases this has an external focus, while the entrepreneur wants to focus on what the business does for their benefit. Sure, it is the same information required to interact with investors or bankers, but it has to be functional, and show evidence that it is used to monitor what results are achieved relative to what the objectives were. With LIFTOFF! you can quickly respond to any "what if" questions to alleviate major concerns of stakeholders.

		Pro-Forma Financial Statements				
		Enter first year:				
		2018	2019	2020	2021	2022
547	Projected Balance Sheet:					
548						
549						
550						
551						
552	Assets - Current					
553	Accounts Receivable	\$ 1,448	\$ 2,943	\$ 7,839.87	\$ 6,134.52	\$ 6,017.20
554	Inventory (Raw Materials)	\$ 4,448	\$ 9,324	\$ 7,641.44	\$ 8,035.96	\$ 8,453.16
555	Inventory (Supplies)	\$ 2,443	\$ 4,945	\$ 6,446.48	\$ 6,904.43	\$ 4,404.82
556	Prepaid Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
557		\$ -	\$ -	\$ -	\$ -	\$ -
558		\$ -	\$ -	\$ -	\$ -	\$ -
559	Total Current Assets	\$ 7,939	\$ 17,212	\$ 21,927.79	\$ 21,074.91	\$ 18,875.18
560	Assets - Long Term					
561	Land & Buildings	\$ -	\$ -	\$ -	\$ -	\$ -
562	Less: Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
563	Furniture & Fixtures	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
564	Less: Accumulated Depreciation	\$ -	\$ -	\$ (600.00)	\$ (1,200.00)	\$ (1,800.00)
565	Equipment & Machinery	\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00
566	Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)	\$ (22,200.00)	\$ (29,000.00)
567	Total Fixed Assets	\$ 3,333.33	\$ 22,066.67	\$ 17,600.00	\$ 17,600.00	\$ 17,600.00
568	Research & Development	\$ -	\$ -	\$ -	\$ -	\$ -
569	Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -
570	Total Assets - Other	\$ -	\$ -	\$ -	\$ -	\$ -
571	Total Long Term Assets	\$ 3,333.33	\$ 22,066.67	\$ 17,600.00	\$ 17,600.00	\$ 17,600.00
572						
573	Total Assets	\$ 11,201.91	\$ 43,186.78	\$ 37,067.78	\$ 37,067.78	\$ 37,067.78
574	Liabilities - Current					
575	Bank Loans - Line of Credit	\$ -	\$ 76,785.06	\$ 142,817.75	\$ 154,444.44	\$ 154,444.44
576	Accounts Payable	\$ 250.48	\$ 250.18	\$ 250.59	\$ 250.59	\$ 250.59
577	Accruals - Current LTD	\$ 1,000.00	\$ 5,920.00	\$ 5,336.00	\$ 4,268.89	\$ 4,268.89
578	Taxes Payable	\$ -	\$ -	\$ -	\$ -	\$ -
579		\$ -	\$ -	\$ -	\$ -	\$ -
580	Total Current Liabilities	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,273.32	\$ 165,160.44
581	Liabilities - Long Term					
582						

The business plan template covers the following sections:

**Executive Summary** A key part of the business plan for external consumption is what it reflects. This is dynamic information to highlight what the plan shows, so the financier sees at first glance what the overall status and health of the company looks like. These stakeholders do not like surprises, so you need to highlight actions initiated to deal with any results deemed to be below par. No 3<sup>rd</sup>-party is able to write this narrative for you, because it is in direct response to the forecasts in the plan, where you try to remain one step ahead of any investor concerns.

**Company Summary** The next part of the business plan is a "static" description of what the company is about. This should normally be consistent, but if any strategic changes are implemented, these should be reflected so financiers are duly informed. This will also contain the references to key employees within the company.

**Vision & Mission** This is the executive perspective of the "what" and "how" of their operation: what it aims to deliver, and how the current implementation achieves that. We have a "formula" for creating this section, to make it easy to see how the statements deliver the message you want to bring across.

**Products and Services** Here we describe the major products (or product lines) and services that your company delivers. It is important not to assume that the product title will be enough for stakeholders to understand what your company is about. You can elaborate on products and services in marketing plans that detail the type(s) of product(s) within each product line, which we cover later in this document. If your business model does not require that additional level of detail then the product information can be provided entirely within the business plan. In this section we “sell” the products and services (or product lines) that are essential to achieving your mission.

**Financial Forecast (basic)** This is an automated summary of the financial information showing key financial results extracted from the detailed plan following.

**Financial indicators** These are performance ratios and other measures that allow your stakeholders to compare your proposed business to similar businesses in your industry so they can gauge the relative strength of your proposed business venture.

**Strategy & Implementation Analysis** You can create a narrative component to explain what your business assumptions represent, so that stakeholders can appreciate what it is that you are attempting to accomplish.

**Management Summary** It is important to list the key management- and technical staff that are instrumental to the business operation, and/or that have specific critical know-how to make the business viable.

**SWOT analysis** A high-level analysis of the Strengths, Weaknesses, Opportunities, and Threats for the business as a whole, which is focused on how well another entrant in a business community will be able to compete. It must support your Unique Selling Proposition that explains how you are differentiated from your competitors, similar to the value proposition we offer for business planning using the LIFTOFF! process.

**Financial Assumptions** LIFTOFF! is structured so that you can define your strategy and implementation parameters that affect the calculations, and you also use a simulation engine that manipulates selected parameter ranges to evaluate how the combinations of assumptions affect the outcome of your business plan. You can add a narrative that explains how these financial assumptions are used.

**Balance sheet** LIFTOFF! produces a standard balance sheet based on the financial assumptions and calculations in the model. The balance sheet represents a 5-year view of the expected results.

**P&L/Break even analysis** The system incorporates detailed P&L reporting that shows annual totals as well as monthly details. It shows the results year over year, including payback of financed acquisitions and leasehold improvements.

**Pro forma projections** Based on the financial assumptions you can forecast growth using pro-forma projections as well as relative seasonal demand levels. Growth is based on a forecast if the first year is not yet a past calendar year, or you can use last year’s actual numbers to “seed” the forecast for the current year and three future years. The intent is that LIFTOFF! business plans become dynamic so that you always have insight into the performance projections you work to achieve.

**Staffing Plans** If you operate a retail-, production-, or hospitality business, you should also incorporate staffing levels required to meet the needs of the proposed size of business. For example, identify whether this is a 5-day, 7-day, and/or extended hours operation and what numbers of people at different pay grades will be employed (this is the cost of your operation, a rather critical component of the business plan).

**Acquisition of Assets** For asset purchases, we use capital cost classifications that match a standard capital cost allowance (depreciation) model. You can substitute any type of depreciation model, but the use of a standard process is reassuring to investors. Major asset acquisitions can be detailed using a Business Case, described later.

**Cash flow analysis** This is an automated analysis that determines if (and how much) working capital financing is required, something that investors are rather keen to know. A business will typically try to arrange a “line of credit” to cover short-term gaps in the working capital.

**ROI Analysis 5 years** The standard analysis is based on a 5-year window (by month) to deliver the best possible information. That does not mean a business must achieve its objectives within 5 years – it simply means that a 5-year window should show a trend that stakeholders can look at to see the value of their investment. For example, you can re-invest in the business to create multiple streams of income, reducing the short-term results impact, but increasing long-term stability and scalability of the business.

At the end of the year you can create a supplemental **business tracker** to take your (new) year-1 forecast, broken into quarterly results. You can use the tracker to deliver a “health assessment” of how actual month-end results track against a projected set of data. The focus of most planning services is a business plan, but without an active tracking component a plan does not serve the business with an early warning of goals that fall short (and goals that might be exceeded).

Pro-Forma Financial Statements						
Projected Balance Sheet:	Enter first year:	2018	2019	2020	2021	2022
Assets - Current						
Accounts Receivable	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Inventory (Raw Materials)	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Inventory (Supplies)	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Prepaid Expense	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
<b>Total Current Assets</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>
Assets - Long Term						
Land & Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture & Fixtures	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Less: Accumulated Depreciation	\$ -	\$ -	\$ (600.00)	\$ (1,200.00)	\$ (1,800.00)	\$ (2,400.00)
Equipment & Machinery	\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00
Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)	\$ (22,266.67)	\$ (29,133.33)	\$ (36,000.00)
<b>Total Fixed Assets</b>	<b>\$ 3,333.33</b>	<b>\$ 22,066.67</b>	<b>\$ 17,600.00</b>	<b>\$ 12,393.33</b>	<b>\$ 7,766.67</b>	<b>\$ 3,600.00</b>
Research & Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Assets - Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Long Term Assets</b>	<b>\$ 3,333.33</b>	<b>\$ 22,066.67</b>	<b>\$ 17,600.00</b>	<b>\$ 12,393.33</b>	<b>\$ 7,766.67</b>	<b>\$ 3,600.00</b>
<b>Total Assets</b>	<b>\$ 11,201.91</b>	<b>\$ 49,166.67</b>	<b>\$ 35,200.00</b>	<b>\$ 24,786.67</b>	<b>\$ 17,766.67</b>	<b>\$ 11,200.00</b>
Liabilities - Current						
Bank Loans - Line of Credit	\$ -	\$ 76,785.06	\$ 142,827.75	\$ 154,777.78	\$ 154,777.78	\$ 154,777.78
Accounts Payable	\$ 150.48	\$ 250.18	\$ 250.18	\$ 250.18	\$ 250.18	\$ 250.18
Accruals - Current LTD	\$ 1,000.00	\$ 5,820.00	\$ 5,336.00	\$ 4,266.67	\$ 3,200.00	\$ 2,133.33
Taxes Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 1,250.48</b>	<b>\$ 82,955.25</b>	<b>\$ 148,414.34</b>	<b>\$ 159,275.32</b>	<b>\$ 158,227.96</b>	<b>\$ 157,161.29</b>
Liabilities - Long Term						

**Financial Results (keys)** The tracker reflects month-to-date results for key totals in the plan, and it provides a quarterly “RAG” status, using Red (= results 5% or more below plan), Amber (= results within +5%/-5% of the plan), and Green (= results 5% or more above plan). The intent behind key financial results is that the accounting system might not be using the exact breakdown used in the business plan, which can cause stakeholders to be confused.

The business tracker provides a convenient summary that you might share with selected stakeholders, with the provision that it is based on the underlying business plan that they have already approved. As such, it is not competing with accounting reports which may contain more information than the business is willing to publish unaudited.

## Marketing Plan & Action Plan

For most retail- or trading companies you will want to explore the range of goods and/or services for sale. With LIFTOFF! you can create plans for different categories, and selectively consolidate the information with the business plan to analyze in-depth how this affects the business plan. You may have many different product lines to analyze in detail, so you can make an informed decision on what niche market(s) your business wants to compete in.

Pro-Forma Financial Statements						
Projected Balance Sheet:	Enter first year:	2018	2019	2020	2021	2022
Assets - Current						
Accounts Receivable	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Inventory	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Prepaid Expenses	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Other Current Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Assets</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>	<b>\$ 7,000.00</b>
Assets - Long Term						
Land & Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture & Fixtures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment & Machinery	\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00
Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)	\$ -	\$ -	\$ -
<b>Total Fixed Assets</b>	<b>\$ 3,333.33</b>	<b>\$ 22,066.67</b>	<b>\$ 17,600.00</b>	<b>\$ 30,600.00</b>	<b>\$ 30,600.00</b>	<b>\$ 30,600.00</b>
Research & Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Assets - Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Long Term Assets</b>	<b>\$ 3,333.33</b>	<b>\$ 22,066.67</b>	<b>\$ 17,600.00</b>	<b>\$ 30,600.00</b>	<b>\$ 30,600.00</b>	<b>\$ 30,600.00</b>
<b>Total Assets</b>	<b>\$ 11,201.91</b>	<b>\$ 43,186.78</b>	<b>\$ 37,067.78</b>	<b>\$ 67,600.00</b>	<b>\$ 67,600.00</b>	<b>\$ 67,600.00</b>
Liabilities - Current						
Bank Loans - Line of Credit	\$ -	\$ 76,785.06	\$ 142,827.75	\$ 154,900.00	\$ 154,900.00	\$ 154,900.00
Accounts Payable	\$ 250.48	\$ 250.18	\$ 250.59	\$ 250.59	\$ 250.59	\$ 250.59
Accruals - Current LTD	\$ 1,000.00	\$ 5,920.00	\$ 5,336.00	\$ 4,268.00	\$ 4,268.00	\$ 4,268.00
Taxes Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 1,250.48</b>	<b>\$ 82,955.25</b>	<b>\$ 148,414.34</b>	<b>\$ 159,278.59</b>	<b>\$ 159,278.59</b>	<b>\$ 159,278.59</b>
Liabilities - Long Term						

The marketing plan template covers the following sections:

**Company, Vision & Mission** The top portion of the marketing plan is copied from the business plan to which it belongs. Since reports can be produced by worksheet we use this top portion to relate the reports that belong together. The marketing plan is not designed to be a stand-alone analysis.

**Marketing Plan Summary** This section lets you describe the major departmental groupings in a multi-departmental business (which can be a “start-up” outlet of a larger established business organization). The idea of departments is that we can create a separate plan for different aspects of the business that has a different bottom-line impact, which then allows us to mix and match what product lines to consolidate with a business plan to see the bottom-line. How would Walmart know where profits are realized unless the planning segregates housewares from drugs, cosmetics, fashions (women, men, kids), toys, appliances, electronics, automotive, etc.? Your venture may not be as elaborate, but you want to be able to identify what the anticipated departmental results will be.

**Product Lines Summary** Within a department, we can use different product lines. Groceries may be broken down by dairy, meat, canned goods, and so on. For each product line a separate section in the marketing plan will detail exactly what is included in this group. The major intent of this product lines summary is to highlight the financial results that each product line delivers. The default worksheet holds 9 product lines, but that can be extended if required.

**Space Requirements** Based on information on product groupings within product lines, we can calculate retail space and/or storage space and/or production space depending on the nature of the business segment (or department, etc.). We would not mix sales and production in a single marketing plan, because the focus is different.

**Consolidation** The objective of the summary section is that these are the totals to be consolidated into the business plan, depending on how we insert the consolidation rows (leaving the details to the respective marketing plans). Consolidation is built-in to LIFTOFF! using a flexible selection of which worksheets to include or exclude, meaning that you do not have to modify cross-worksheet references as in standard Excel™ logic, another benefit from LIFTOFF! compared to the traditional business plan creation.

**Product Line details** Here we describe the major products and services groupings within a defined product line. It is important not to assume that the product titles will be enough for stakeholders to understand what your company is about. You can elaborate on types products and services within this product line without detailing the individual product varieties. If you have many varieties, you will use your inventory system to get the skinny on which products and/or varieties are moving, and which stay on the shelf. This forms the basis for future consumer insights, the products and services groupings that address an identified demand within the business. The standard template includes sections for 9 product lines, but it is not difficult to insert additional copies of product lines to expand the template (and you can have additional marketing plan worksheets as well). Keep in mind that expanding the worksheet requires adding total lines to the above summary section: get help if you are not sure how to do that.

**Strategy & Implementation Analysis** You can create a narrative component to explain what your business assumptions represent, so that stakeholders can appreciate what it is that you are attempting to accomplish within this specific product line. Because this is within a departmental product line scope, we can focus on the key stakeholders to participate in the creation of this information.

**Competitive landscape** This is a management assessment of the nature of competition for a specific department. It would explain when Walmart elects to not carry groceries in a store that is close to a large food store, or else why the selection would be restricted to packaged goods and/or convenience goods. In a similar fashion you can highlight why a product line is omitted even as the department as a whole is still represented in the proposed business venture.

**SWOT analysis** A high-level analysis of the Strengths, Weaknesses, Opportunities, and Threats for the product line, which is focused on how well another entrant in a business community will be able to compete. It must support your Unique Selling Proposition that explains how you are differentiated from your competitors, focused on the specific context of the current product line (i.e. why does Walmart sell groceries but not fresh fruit and vegetables at a particular location?).

**Product Sales Plan** This is a sales forecast by product type within a product line, which may represent seasonal lines broken down by product type. Again, this is just a planning framework that you can adapt to represent the unique aspects of your business venture.

**Space Estimating** The standard template contains product-line specific parameters to help estimate the inventory and/or production space requirements. Note that retail space is estimated across product lines rather than as a unique set of estimates. In some models the retail space is the inventory space and the warehouse component may just be used for receiving of fresh inventory. The reason we include this in the plan is that a sales forecast and turnover forecast imply the amount of space that is required, which can add up to a significant cost for retail or hospitality services.

**Supplier Reference** Note that for each product line we can identify the supplier(s) that we use as benchmarks for the estimates. **It is generally not a good idea to mix detailed product types from different suppliers in one product line, it is better to create more product lines to accommodate different suppliers so you have better insight.**

## Marketing Action Plan

To complete the marketing plan we need to establish an action plan that details the efforts related to this department's sales objectives. We have outlined above what we want to achieve, so now we have to strategize how to achieve it. That takes money, and the action plan details what it costs to take action. It is important to see marketing as different from selling, which is basically how you compensate the sale of product, Here we detail how we create and maintain product awareness that has a number of key components:

Pro-Forma Financial Statements						
Projected Balance Sheet:						
	Enter first year:	2018	2019	2020	2021	2022
553	Assets - Current					
554	Accounts Receivable	\$ 1,100.00	\$ 9,430.00	\$ 7,839.87	\$ 6,194.52	\$ 6,017.20
555	Inventory (Product)	\$ 4,000.00	\$ 3,724.00	\$ 7,641.44	\$ 8,035.96	\$ 8,453.16
556	Inventory (Supplies)	\$ 2,000.00	\$ 1,450.00	\$ 1,666.67	\$ 1,200.00	\$ 4,404.82
557	Prepaid Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
558	Other Current Assets	\$ -	\$ -	\$ -	\$ -	\$ -
559	<b>Total Current Assets</b>	<b>\$ 7,100.00</b>	<b>\$ 14,604.00</b>	<b>\$ 19,467.78</b>	<b>\$ 18,420.91</b>	<b>\$ 18,875.18</b>
560	Assets - Long Term					
561	Land & Buildings	\$ -	\$ -	\$ -	\$ -	\$ -
562	Less: Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
563	Furniture & Fixtures	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
564	Less: Accumulated Depreciation	\$ -	\$ -	\$ (600.00)	\$ (1,200.00)	\$ (1,800.00)
565	Equipment & Machinery	\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00
566	Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)	\$ -	\$ (600.00)
567	<b>Total Fixed Assets</b>	<b>\$ 3,333.33</b>	<b>\$ 22,066.67</b>	<b>\$ 17,600.00</b>	<b>\$ 30,600.00</b>	<b>\$ 30,000.00</b>
568	Research & Development	\$ -	\$ -	\$ -	\$ -	\$ -
569	Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -
570	<b>Total Assets - Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
571	<b>Total Long Term Assets</b>	<b>\$ 3,333.33</b>	<b>\$ 22,066.67</b>	<b>\$ 17,600.00</b>	<b>\$ 30,600.00</b>	<b>\$ 30,000.00</b>
572	<b>Total Assets</b>	<b>\$ 11,201.91</b>	<b>\$ 43,186.78</b>	<b>\$ 37,067.78</b>	<b>\$ 49,020.91</b>	<b>\$ 48,875.18</b>
573	Liabilities - Current					
574	Bank Loans - Line of Credit	\$ -	\$ 76,785.06	\$ 142,827.75	\$ 154,700.00	\$ 154,700.00
575	Accounts Payable	\$ 250.48	\$ 250.18	\$ 250.59	\$ 250.00	\$ 250.00
576	Accruals - Current LTD	\$ 1,000.00	\$ 9,920.00	\$ 5,336.00	\$ 4,263.00	\$ 4,263.00
577	Taxes Payable	\$ -	\$ -	\$ -	\$ -	\$ -
578	<b>Total Current Liabilities</b>	<b>\$ 1,250.48</b>	<b>\$ 82,955.25</b>	<b>\$ 148,414.34</b>	<b>\$ 159,213.00</b>	<b>\$ 165,163.00</b>
579	Liabilities - Long Term					

**Market Research** This is the investment in determining if there is a latent demand for a specific product line. This includes doing competitive analyses, organizing focus group meetings and designing surveys, and more.

**Publicity Creation** Not to be confused with the products we sell, these are costs that relate to the marketing products to be created in order to provide the publicity we may want to create, which includes marketing staff and contract staff as required.

**Publicity Services** These are services like file sharing, stock photography, syndicated content and content management subscriptions.

**Product Testing** We do incur costs in testing the actual products to verify that they meet our quality standards. No amount of marketing will compensate for delivering any substandard products: word of mouth trumps any campaign, especially bad news.

**Product Launch** This is the investment required to launch a product or product line with the required publicity and events, perhaps white papers (such as this document to launch LIFTOFF!), possible case studies, demos, videos and paid advertising.

**Product Branding** A separate category is to create the branding of a product (line) for brand awareness (also referred to as labeling). Branding is a core component of using TV advertising, such as using stories or adventure to generate a certain brand image. It can be a costly (or laborious) aspect of marketing, so we break it down by its own special categories for estimating purposes. Note that the cost of professional actors, producers and crews can become a significant cost to the venture, but there are alternative ways to create product branding on a budget.

**Software Requirements** To be more complete, we must also identify production software required to implement product branding. Note that we may already have the software for other campaigns, so we would not need to license the same products each time (as opposed to hiring the branding crew to generate advertising, above).

**Publicity Requirements** This category details on-going publicity resources that host where the publicity will be driven from. While LIFTOFF! provides some examples to create an awareness you may have different categories to represent the platforms you use.



**Product Advertising** Traditional advertising with banner ads, web ads, clicks, displays and other strategies also require a significant investment. Social media are becoming a major source of advertising that companies may plan to utilize. Email campaigns to a targeted list is a highly effective (if somewhat high maintenance) option as well.

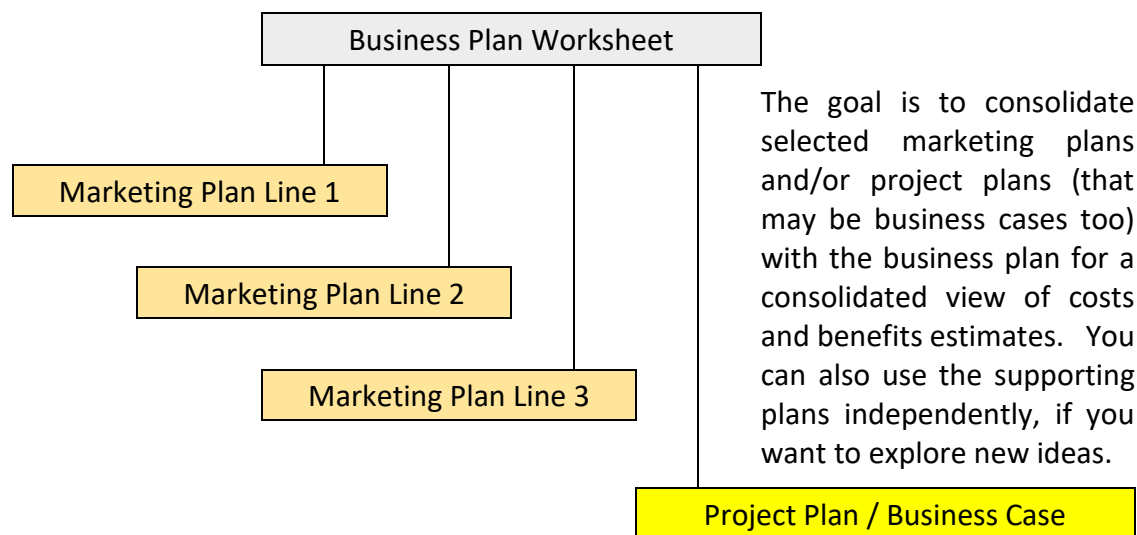
**Product Public Relations** Press releases, contact services, reputation monitoring and related costs are also significant investments, in particular when you need to keep track of how a product or company is regarded in social media, for example.

**Website Requirements** For effective advertising we need a website domain name, hosting service, content management, blog hosting, landing pages, analytics, wireframes, image and graphics files, mobile accessibility, SEO strategy, copy writing/editing, and more.

**Product Related Events** Depending on the level of brand support and product support that we want there may be trade-show related costs, event related costs, entertainment, media relations, and even support for client events to take into account.

**Product Related Programs** involve getting people that handle the events, including presenters, performers, and other support staff. It also involves promotional materials such as special offers or giveaways, name tags or badges, printed agendas, swag, stationary, or other promotional items.

The marketing plan and the marketing action plan are provided as an Excel™ worksheet template that you will normally customize to reflect your business needs. These worksheets are only for supplemental information:



LIFTOFF! provides the tools to selectively consolidate the information, so you can construct any combination of investments to explore the bottom-line potential risks and/or opportunities that lead to the most solid business venture. Unless you plan a rather simple business venture, these are important analyses that can cost a small fortune to have done the traditional way, but once the worksheets are created it really takes no effort to review the impact of unique combinations of assumptions: there is no technical complexity in doing this. Considering the investment in any substantial business venture, making sure that you have the best decision information to select from is a comparatively small expense if you use LIFTOFF!

## Project Plan & Business Case

For most retail- or service companies you want to analyse the impact of different sites with specific leasehold improvement investments that are normally excluded from the business plan. With LIFTOFF! you can create project plans for different locations, and selectively consolidate the information with the business plan to analyze in-depth how this affects the business plan (or up-front investment). A landlord can impose serious restrictions on when construction work is allowed to minimize disruption to other tenants.

Pro-Forma Financial Statements						
Projected Balance Sheet:	Enter first year:	2018	2019	2020	2021	2022
553 Assets - Current						
554 Cash	\$	1,000.00	\$	9,430.00	\$	7,839.87
555 Accounts Receivable	\$	4,000.00	\$	1,224.00	\$	7,641.44
556 Inventory (Raw Materials)	\$	2,000.00	\$	450.00	\$	86.48
557 Inventory (Supplies)	\$	0.00	\$	0.00	\$	30.43
558 Prepaid Expenses	\$	0.00	\$	0.00	\$	0.00
559 Total Current Assets	\$	7,000.00	\$	10,110.00	\$	19,467.78
560 Assets - Long Term						
561 Land & Buildings	\$	0.00	\$	0.00	\$	0.00
562 Less: Accumulated Depreciation	\$	0.00	\$	0.00	\$	0.00
563 Furniture & Fixtures	\$	0.00	\$	0.00	\$	3,000.00
564 Less: Accumulated Depreciation	\$	0.00	\$	0.00	\$	(1,200.00)
565 Equipment & Machinery	\$	5,000.00	\$	30,600.00	\$	30,600.00
566 Less: Accumulated Depreciation	\$	(1,666.67)	\$	(8,533.33)	\$	(15,400.00)
567 Total Fixed Assets	\$	3,333.33	\$	22,066.67	\$	17,600.00
568 Research & Development	\$	0.00	\$	0.00	\$	0.00
569 Goodwill	\$	0.00	\$	0.00	\$	0.00
570 Total Assets - Other	\$	0.00	\$	0.00	\$	0.00
571 Total Long Term Assets	\$	3,333.33	\$	22,066.67	\$	17,600.00
572 Total Assets	\$	11,201.91	\$	43,186.78	\$	37,067.78
575 Liabilities - Current						
576 Bank Loans - Line of Credit	\$	0.00	\$	76,785.06	\$	142,827.75
577 Accounts Payable	\$	250.48	\$	250.18	\$	250.59
578 Accruals - Current LTD	\$	1,000.00	\$	5,920.00	\$	5,336.00
579 Taxes Payable	\$	0.00	\$	0.00	\$	4,268.00
580 Total Current Liabilities	\$	1,250.48	\$	82,955.25	\$	148,414.34
581 Liabilities - Long Term						
582 Total Liabilities	\$	1,250.48	\$	82,955.25	\$	159,276.32

Unlike conventional project plans, we emphasize the financial aspects of the launch project as an investment in the new business. For example, to open a retail location or restaurant you need to invest in leasehold improvements, and engage a construction company to transform the place into a reflection of what your business represents. This can be a significant aspect of the launch, as different locations will have different costs (and locations also affect the marketing plan). To plan in this level of detail you need to get advice from industry experts and construction experts so you can plan ahead for what it takes to get your business off the ground. The LIFTOFF! project plan template covers the following sections:

**Company, Vision & Mission** The top portion of the marketing plan is copied from the business plan to which it belongs. Since reports can be produced by worksheet we use this top portion to relate the reports that belong together. The marketing plan is not designed to be a stand-alone analysis.

**Project Plan Summary** This section lets you describe the major departmental groupings in a multi-departmental business (which can be a “start-up” outlet of a larger established business organization). The idea of departments is that we can create a separate plan for different aspects of the business that has a different bottom-line impact, which then allows us to mix and match what product lines to consolidate with a business plan to see the bottom-line. How would Walmart know where profits are realized unless the planning segregates housewares from drugs, cosmetics, fashions (women, men, kids), toys, appliances, electronics, automotive, etc.? Your venture may not be as elaborate, but you want to be able to identify what the anticipated departmental results will be.

**Major Milestones** Explain the major stages of your project plan so stakeholders have an understanding of what is involved in the site preparation to accommodate your type of business venture.

**Business Case** The business case section is optional, but recommended to detail the major asset investments that are required. You must keep track of when the assets are committed and/or delivered, and in the plan we classify assets into 4 major groups that reflect the capital cost allowance term, and by year (if you do not expect to acquire all assets at once, indicate the year in which they are acquired).

**Depreciation Schedule** The assets will be depreciated using the capital cost allocation rules (similar to a straight-line depreciation with a limit on the first year depreciation taken) for the purpose of creating a cost/benefit model. You can enter 50% or 100% for first year depreciation (or any other percentage for that matter). The model calculates the total depreciation taken in each year of the business case.

**Summary Work Milestones** This section transforms the milestones into cost elements based on detailed estimates attached to work effort contained in the milestone scope. This is obtained from the detailed implementation work plan. The total expenses for the milestones is shown before the APR financing for capital equipment costs and the amortization for long-term debt payments are added to reflect the total project cost (this is the up-front investment for the business case).

**Anticipated Revenues** The associated revenues can be entered manually (there is nothing in the plan that indicates revenues): this permits us to establish estimates for revenues that can in part be derived from the marketing plan(s). The built-in consolidation logic facilitates transferring these numbers in if a manual approach is not sufficient.

**Net / ROI% / NPV / IRR%** The business case section concludes with the standard calculations for relative performance of an investment. Note that IRR% can only be calculated if the investment yields a positive result.

**Detailed Work Schedule** This is a combination of project planning and budgeting normally done in separate systems, but by virtue of Excel™-VBA we are able to work the details in parallel:

- **Project Planning** The leftmost part of the detailed work schedule is dedicated to the project planning information, which is a “streamlined version” of standard project plan information. You can establish dependencies, but we use a unique approach so that all work effort can be clustered in defined milestone groupings.
- **Project Estimating** To the right of the plan you can enter estimating data for different cost categories, and you can also keep track of the actual invoice costs for work that has been completed. If actual costs are not available the estimates are used in the forecast.
- **Annual Cost Allocation** The costs are summarized into annual totals depending on when the work is performed. The allocation assumes an even distribution of the costs over the total time-box for the associated work activity.
- **Monthly Cost Allocation** Internally the costs are tracked by month as well, so you can audit how the annual cost allocation is established.
- **Invoicing** You can enter actual costs based on invoices received, to compare the invoice totals against the estimates quoted originally. Estimates are just that, but a reputable contractor will honor their estimates unless changes are proposed.
- **Milestone totals** The cost information is totalled by milestone, so you have a clear picture of cost information that is also reflected in the above business case.

Just to reassure you, all the functionality noted in this document is standard in the \$600 planning kit. Coaching or consulting services are charged separately, but you will have full access to these results for “what if” analyses without paying extra for different variations of your assumptions.

564		Less: Accumulated Depreciation	\$ -	\$ -	\$ (600.00)	\$ (1,200.00)	\$ (1,800.00)
565	Equipment & Machinery		\$ 5,000.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00	\$ 30,600.00
566		Less: Accumulated Depreciation	\$ (1,666.67)	\$ (8,533.33)	\$ (15,400.00)		\$ (25,600.00)
567		<b>Total Fixed Assets</b>	\$ 3,333.33	\$ 22,066.67	\$ 17,600.00		\$ 6,200.00
568	Research & Development		\$ -	\$ -	\$ -		\$ -
569	Goodwill		\$ -	\$ -	\$ -		\$ -
570		<b>Total Assets</b>	\$ 11,201.91	\$ 43,186.78	\$ 37,067.78		\$ 75.18
571		<b>Total Liabilities</b>	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44
572		<b>Total Assets</b>	\$ 11,201.91	\$ 43,186.78	\$ 37,067.78		\$ 75.18
573		<b>Total Liabilities</b>	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44
575	<b>Liabilities - Current</b>						
576	Bank Loans - Line of Credit		\$ -	\$ 76,785.06	\$ 142,827.75	\$ -	\$ 144.02
577	Accounts Payable		\$ -	\$ -	\$ 250.59	\$ -	\$ 151.39
578	Accounts Payable - Other		\$ -	\$ -	\$ 5,336.00	\$ -	\$ 3,415.04
579	Taxes Payable		\$ -	\$ -	\$ -	\$ -	\$ -
580		<b>Total Current Liabilities</b>	\$ 1,250.48	\$ 82,955.25	\$ 148,414.34	\$ 159,275.32	\$ 165,160.44



# LIFTOFF!

## Launch Your Business

There is no question you have a lot at stake when you start a business, or even if you contemplate major upgrades or capital purchases. It is tempting to hand the business plan off to a 3<sup>rd</sup>-party offering to be your business plan producer, but what does this leave you with? The goal is not a document that you can use to impress investors: that is a secondary benefit that comes into play when you have established for yourself that you have a viable opportunity on your hands, and you have a clear picture of what outside financing you might need. To get the kind of hands-on involvement using a business planning services provider to review “what if” analyses will cost a lot more than the cost quoted for a single plan. With LIFTOFF! you are in control of that plan and you have the option to perform as many “what if” analyses as you need (at no extra cost) until there is no more doubt in your mind that the defined opportunity will be a solid investment.

If you have familiarity with Excel™ and you understand how cell formulas work then you will have no problems following the step-by-step instructions in our “Do-It-Yourself” user guide that shows you what information is required, how you can generate that information, and how you enter it into the appropriate worksheet row(s). Many sections require thinking on your part that you do not want rushed because some clock is ticking: with business case producers time is money, and you might be tempted to rush into a decision. It does not make business sense to rush delivering a plan as if that was the object of the exercise rather than a collateral output documenting your ideas and decisions. What good is someone else’s idea about your business unless you have the clear vision for how you are going to achieve your goals?

### Coaching and Consulting

This does not mean you are left to your own devices if you need help. We do offer services that range from coaching you through the process of creating your own business plan, to consulting on technical aspects of the business plan (including customizing the worksheets to better reflect your business model). Our affiliates are independent service providers that have the training to support LIFTOFF! users, and (generally) business know-how to help the entrepreneur consider the different options to be reflected in the plan. Their specialization may range from relevant industry knowledge, financial/accounting, project management, leasing, legal, construction, or many other knowledge areas.

LIFTOFF! is the tool they use to produce the information, so your first step is to obtain a LIFTOFF! license that then enables you to do your own “what if” analyses. It includes export and import tools to safely pass information from a service provider into your own worksheets as required so you will not have to perform data-entry to work with them, and to continue working securely as the import protects your licence keys, or you can allow them to access your workbook remotely.

To really benefit from engaging help with your venture you can contract these specialists under a suitable contract arrangement. We are not directly involved: we will provide you with contact information depending on the skills you are looking for, and where you are looking. Nowadays most coaches and consultants work remotely, using Email for information exchange, and Skype™ or ZOOM™ to communicate interactively. The modality of the support depends on your needs:

**Coaches** These resources are focused on answering your questions and guiding you through the material while you do the work. It is not much different from a sports coach who instructs the athlete how to achieve the best results, but who does not personally take the place of the athlete to win a competition. Because you do the work the timing of when coaching sessions take place will be based on how quickly you progress, and it may differ from stage to stage (and how well prepared you are at the start).

**Consultants** These associates actually do the work based on your inputs to deliver their unique expertise. For example, an accountant or financial analyst may have a standard approach and request your input data up front so they can work more efficiently while they produce the business plan. A project manager may work intensively while planning but simply perform regular progress checks while the plan is being executed. You might even work with an associate that can provide on-going accounting services if required.

A given resource may operate either as a coach, or as a consultant, based on a services contract that clearly outlines the expectations, objectives, specific services, and agreed-upon pricing. The objective either way is to provide you with the tools that empower you to do your own analysis, so you can explore different sets of assumptions any time (sometimes stakeholders will ask such information when they are not sure your assumptions are prudent). You can request training as well, so you can learn how to customize the Excel™ cell-formulas and/or how to manipulate the LIFTOFF! consolidation and simulation tools that make our business plans so powerful.

## Ordering Information

The best time to order is before you make a major investment in a business venture. Never rely on what you are told: the goal of a salesperson is to make a commission, even if that venture may not be in your best long-term interest. For example, a franchise in a well-known coffee show will accurately reflect actual sample data, but no two locations perform the same, and so there may be no similarity between your venture and the sample location other than the name on the store. This applies to any franchise (or any business whatsoever): there are no guarantees, so you must use tools like LIFTOFF! to explore your risks and opportunities.

**Free trial copy** It is natural to wonder if LIFTOFF! is too good to be true, so we provide the “free trial” option to give you a chance to see the product in action for 14 days, to make payment (and obtain a license key) only after you have kicked the tires for a week or so. Don’t worry about losing the work you tried to enter – it will remain protected even if you allow the license to expire and cause the LIFTOFF! macro code to be blocked.

**Personal copy** The path to purchase your personal copy of LIFTOFF! is straightforward, as our order page is setup to connect you with PayPal™ to make a secure payment, and to then connect you with a download page where you access the software. Many mail systems do not like large attachments. You will get a license key mailed to your Email address used in your registration: you will be prompted to enter the license key, but the LIFTOFF! software will give you 14 days before the registration is mandatory.

**Corporate copy** The path to purchase a corporate copy of LIFTOFF! is a little convoluted as companies usually want to use a purchase order and pay on invoice. In this case you can Email us a copy of the purchase order, so we can provide you with an invoice that has a provisional key that extends the “trial” period to 35 days. When we receive your payment the “real” key is emailed to you. If the company wants multiple copies, there is a provision to name the recipient Emails, so that each copy can be individually coded and licensed. For orders in quantities greater than 10 corporate discounts are applied.

When you download the LIFTOFF! software it is embedded in a ZIP file. This protects the code in transit: to unlock the ZIP file you simply use the password “**LIFTOFF!**” to extract the contents of the archive:

- LIFTOFF! Excel™ workbook with the embedded macro code that creates the capabilities listed earlier in this document. You can use this workbook immediately to start planning, even before you have received your registration key. Your registration key will usually be sent to the registered Email within 24 hours of us receiving payment confirmation. There may be multiple versions of this workbook if you explore different business opportunities so that you can rename the workbook to reflect the project you are working on. This will not affect the functionality within the workbook.
  - Note that the registration key is derived from the Email address you provided on your order- or request form. You must use that Email address in your worksheet headings, as explained in the user guide. There is also a registration worksheet in the workbook that must be retained to support your workbook: without that, the LIFTOFF! functionality will be disabled.
- LIFTOFF! User Guide in PDF format that provides a step-by-step instruction for how to use the planning functionality and the macro services. If business planning is not a mystery to you this should be sufficient for you to perform the planning independently. If you are not familiar with the business planning process then you may want to engage a coach or consultant to assist you and/or to train you in how the process works.
- LIFTOFF! Terms & Conditions in PDF format for your reference. Terms & Conditions are published on our website to make sure you agree to these before you purchase LIFTOFF! or even before you download the free trial of our standard software version.
- A sample services agreement and checklist for engaging a coach or consultant, to help you prepare for making the appropriate arrangements should you need these services.
- Information brochures that tell you more about LIFTOFF! as auxiliary information.

If you need to access our web menu page, go to:

<http://www.pm4hire.com/bpl/liftoff/menu.html>

where you can find the options you are looking for. For example, if your copy of LIFTOFF! seems to have become corrupted, you can download a new “trial version” and register that copy using the same Email address and registration key as used for the original.