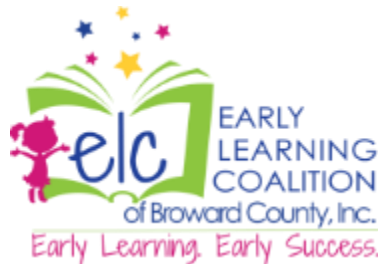




FOR THE LIFE OF YOUR BUSINESS

Modeling Your Business



Ensure Your Center's Sustainability

More businesses fail from a lack of understanding the market, and business model than from a failure of product / service development

Benefits of modeling your concept

- **Visualize & start documenting:**
 - What is it exactly you will be selling – products or services
 - Who are your customers
 - How you will interact with them
 - What relationships you will form with them
 - What are the key activities involved in the business
 - What are the key resources you will need
 - What key partners are needed
 - Which revenue streams will produce income
 - What are the major cost categories

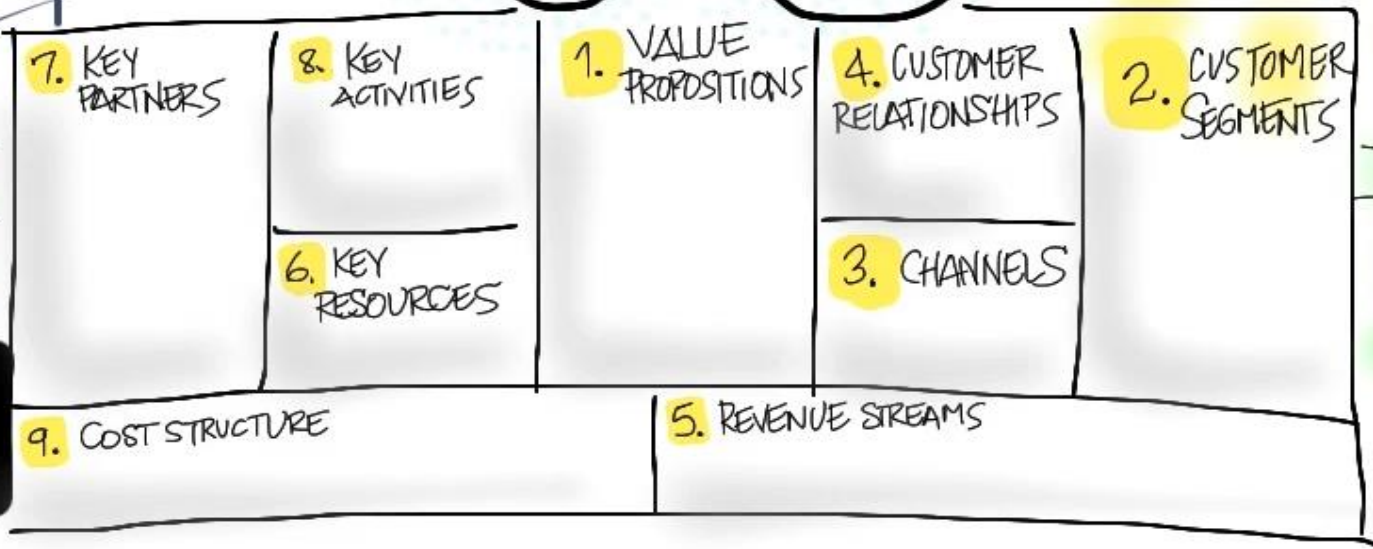
Model your center or new concept

- Lay out the components of how your center operates:
 - Think in images & bullet points vs. sentences & paragraphs
 - Fill in what you know. Do not dwell on what you don't
 - Go back later & fill in details

WHAT is a BUSINESS MODEL?

How a company **CREATES VALUE** for **ITSELF** while delivering products or services for customers.

9 Components...



The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners



Key Activities



Value Propositions



Customer Relationships



Customer Segments



Cost Structure

ALEX OSTERWALDER
AUTHOR & ENTREPRENEUR, CO-FOUNDER STRATEGYZER



DESIGNED BY: Strategyzer AG
The authors of Business Model Generation and Strategyzer

Strategyzer
strategyzer.com

score.org

SCORE
FOR THE LIFE OF YOUR BUSINESS

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners



Key Activities



Value Propositions



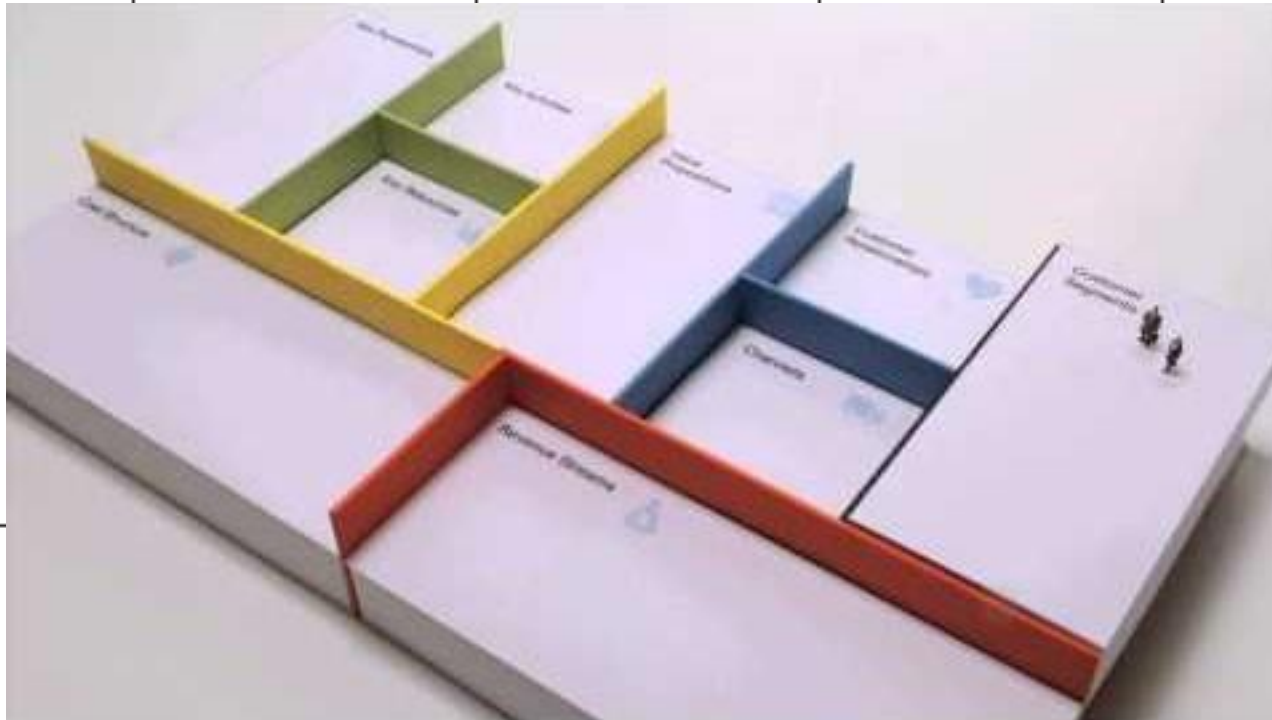
Customer Relationships



Customer Segments



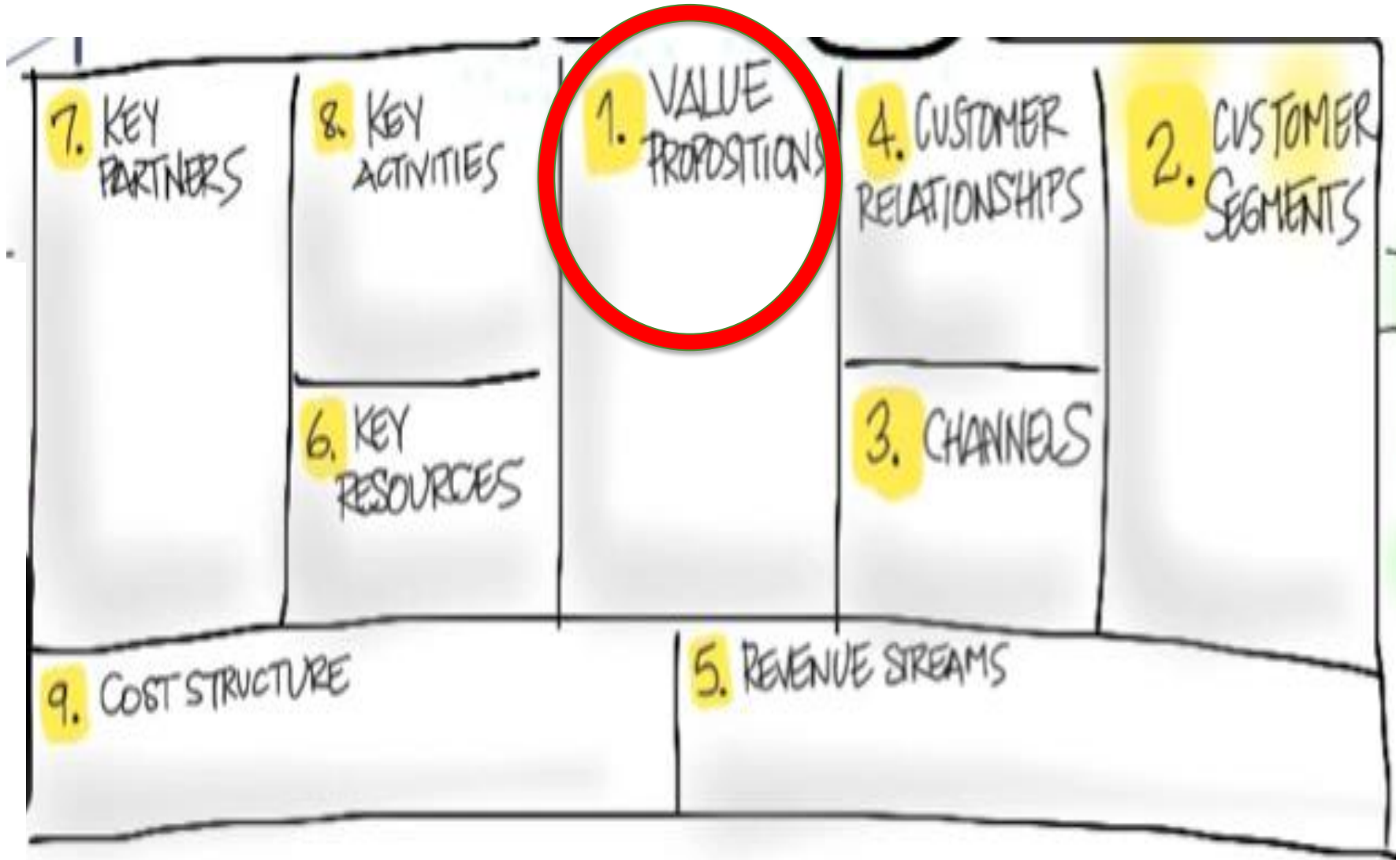
Cost Structure



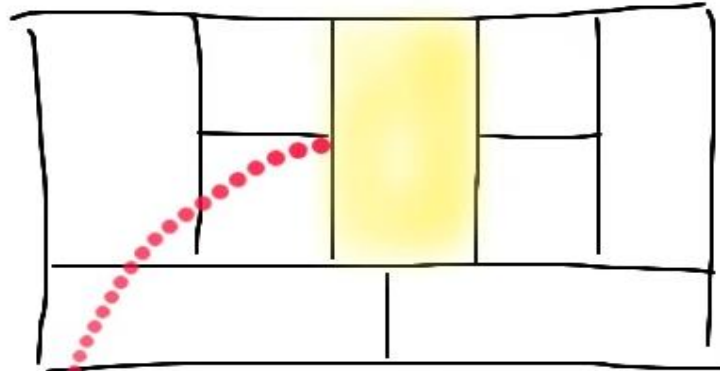
This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License. For more information, see <http://creativecommons.org/licenses/by-nc-sa/4.0/>.
 DESIGNED BY: Strategyzer AG
 The masters of Business Model Generation and Strategyzer

Strategyzer
strategyzer.com

Business Model Generation



Value Proposition



HEAR YOU...
It's about SOLVING a NEED or PROBLEM!

It's about SATISFYING a customer need.
YAY! I'm DELIGHTED!

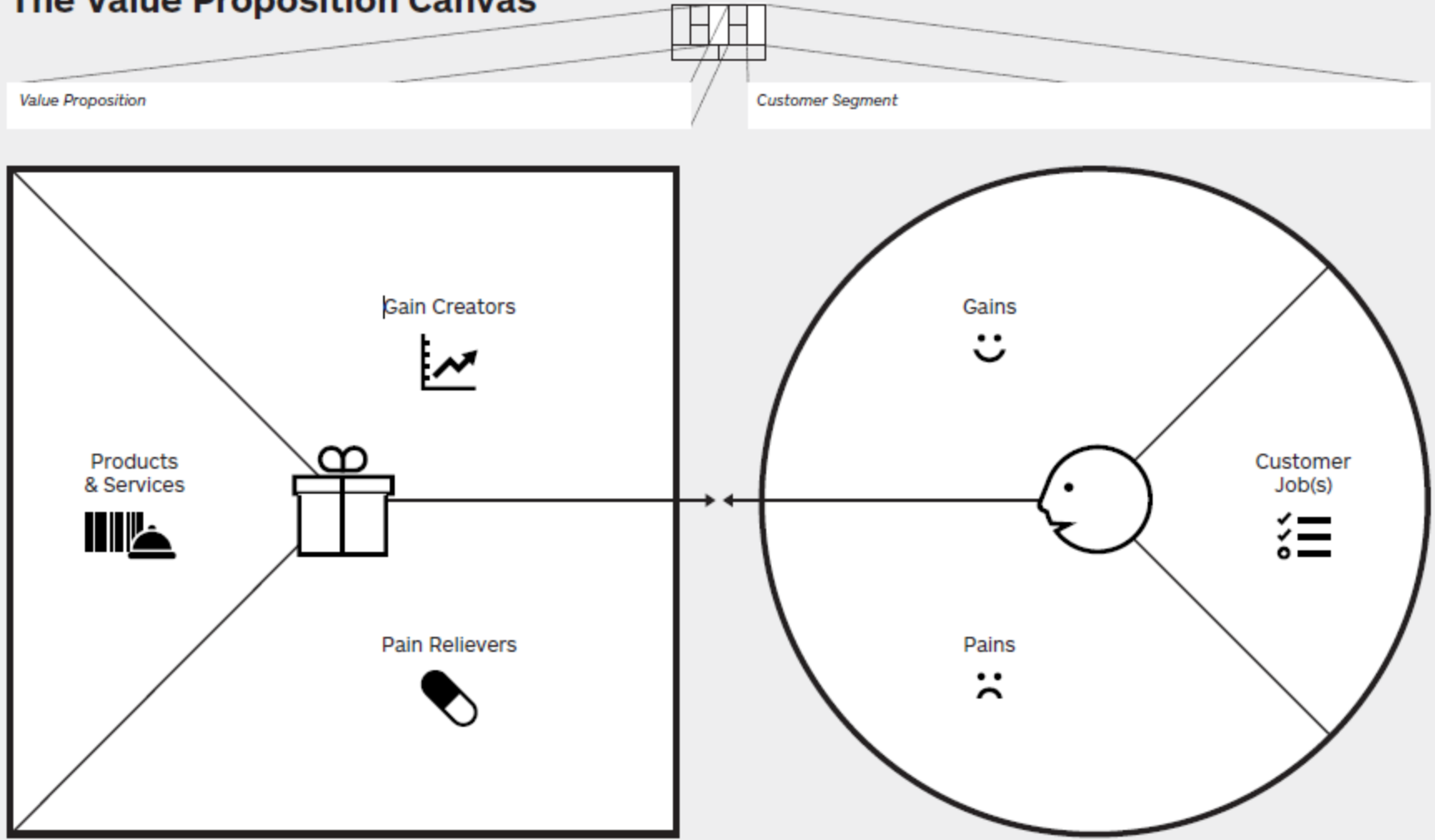
1. VALUE PROPOSITIONS

✗ "It's not about your IDEA or PRODUCT!"



...and WHO are your customers?

The Value Proposition Canvas



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The makers of Business Model Generation and Strategyzer

 **Strategyzer**
strategyzer.com

The Value Proposition Canvas Explained.

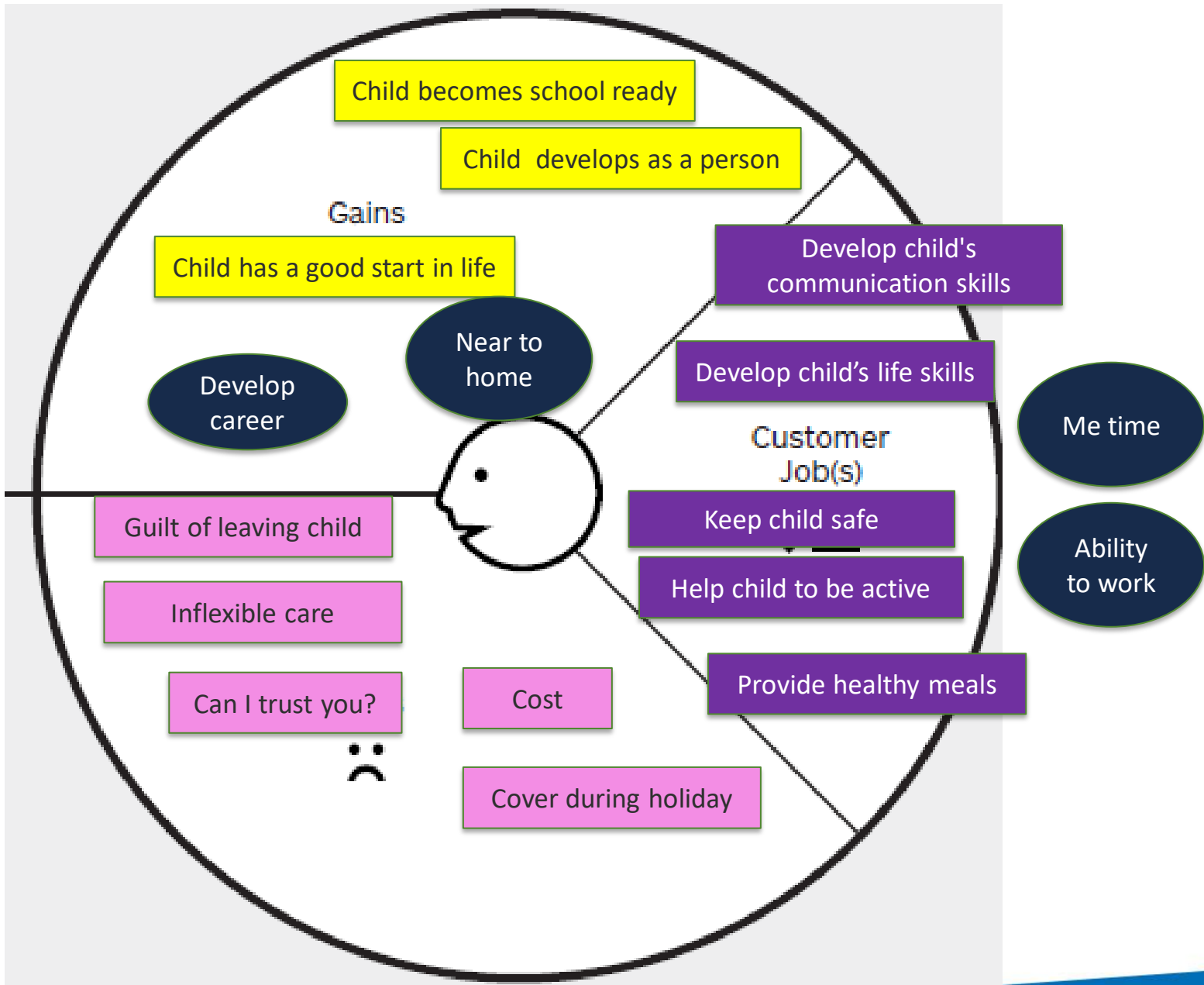
Design products and services customers want

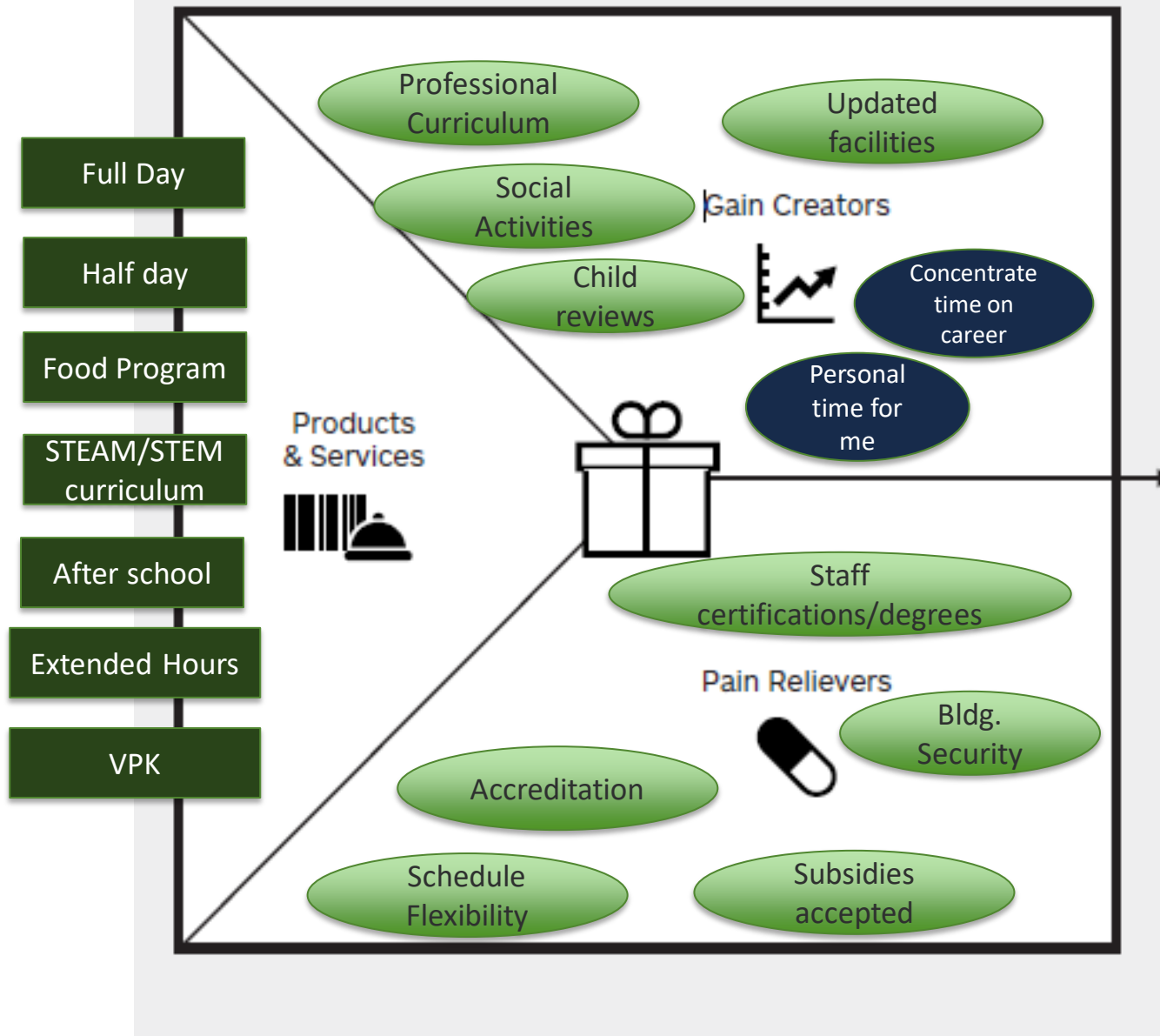
 Strategyzer

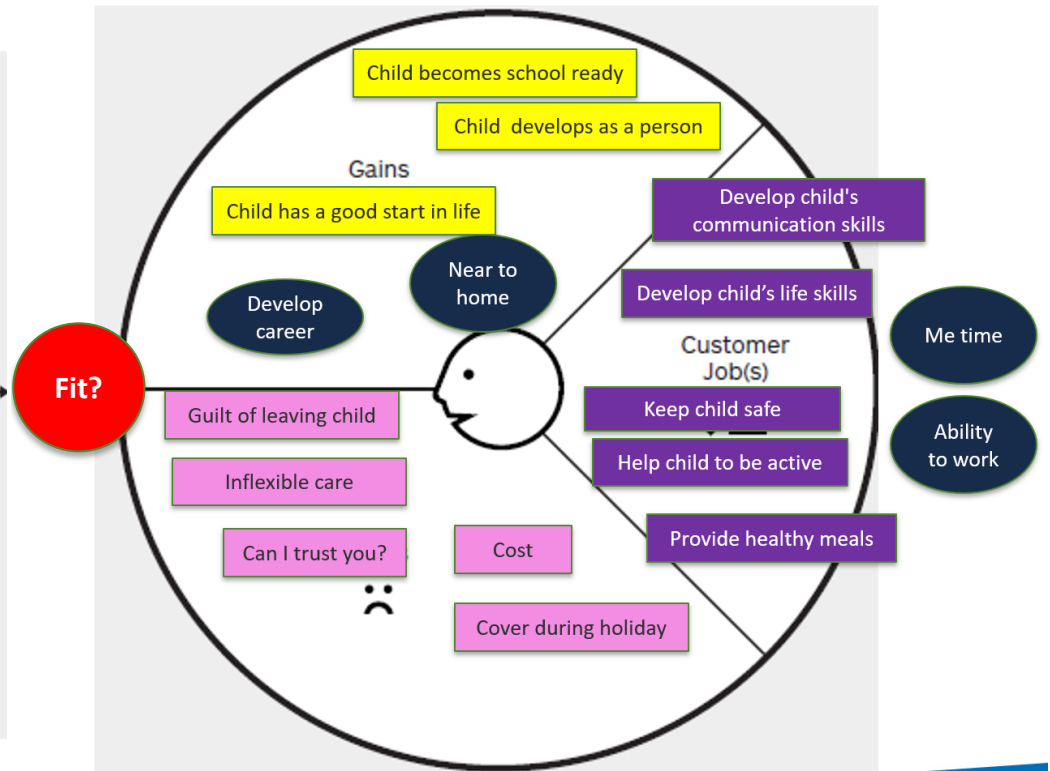
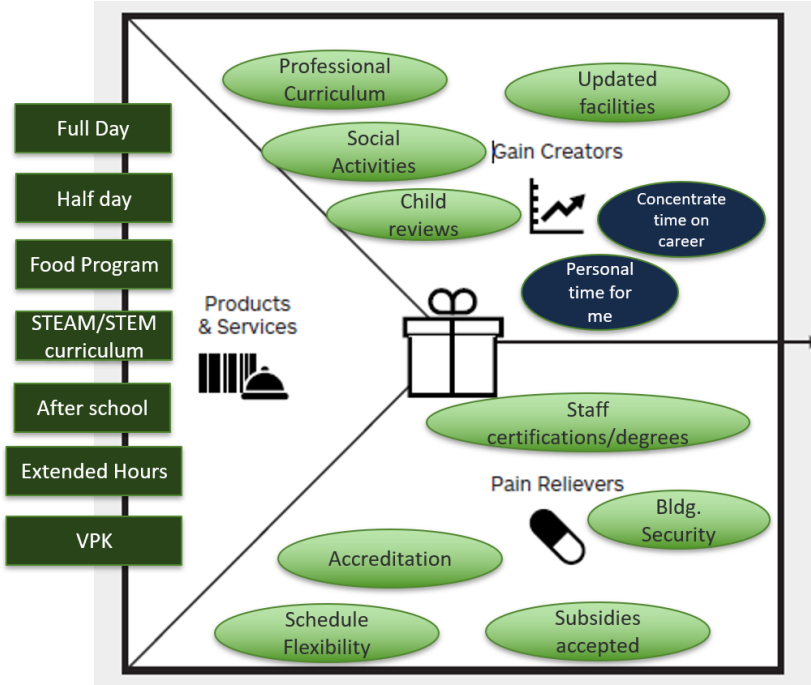
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Strategyzer's Value Proposition Canvas Explained







Value Proposition Template

Template

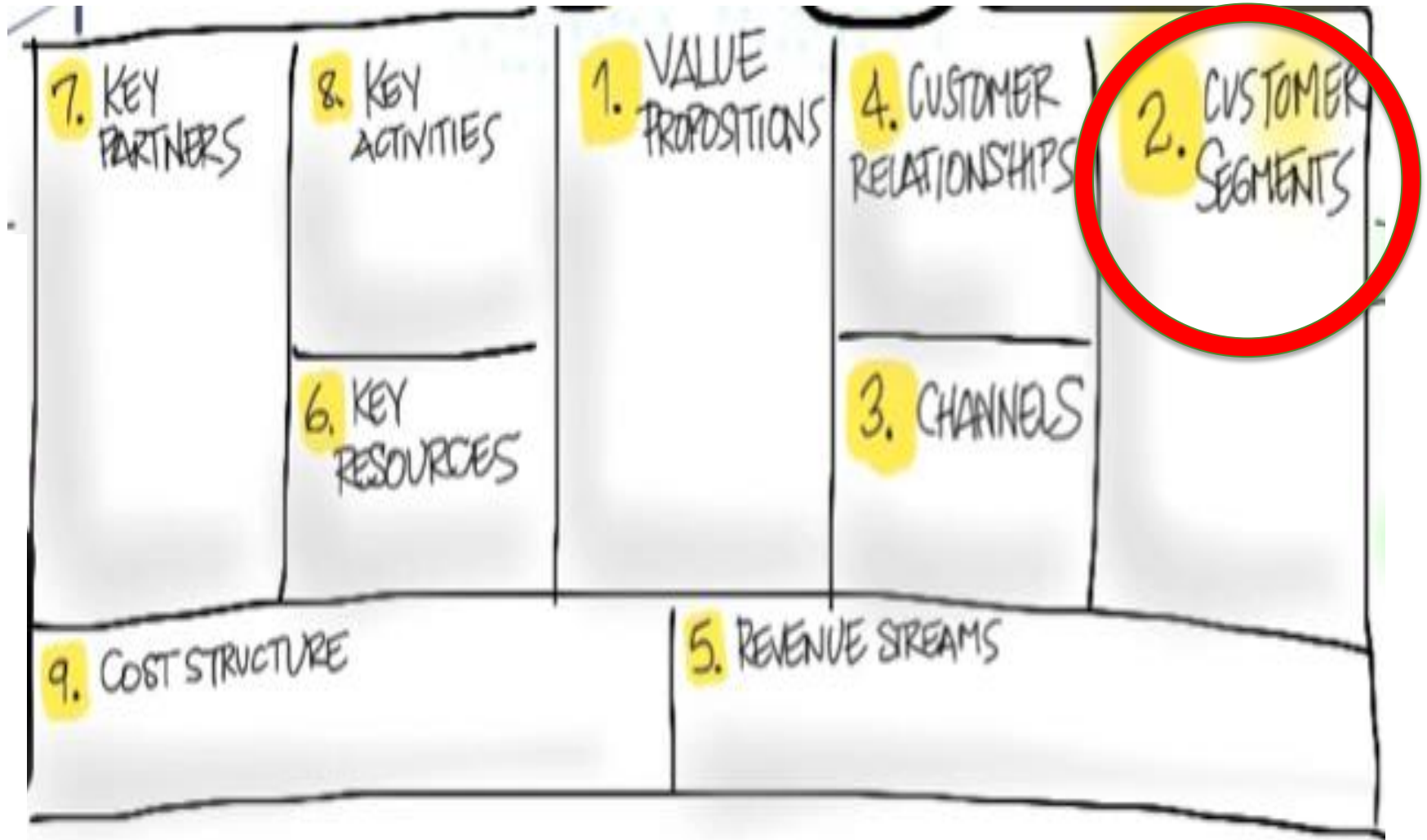
For _____ targeted customer
who _____ (statement of
need or opportunity)
our _____ (service/program)
is _____ category
that (statement of benefit)

Sample

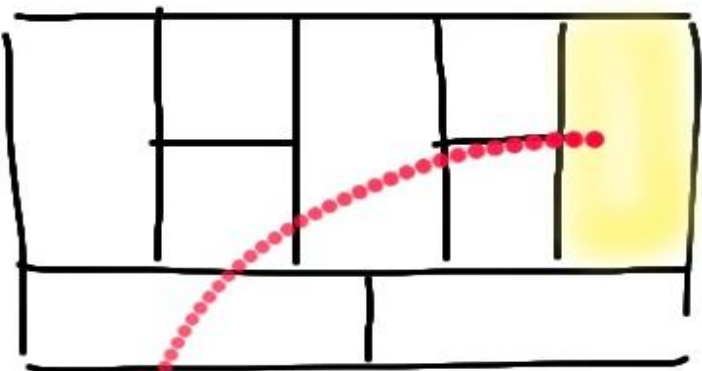
For parents
who work on some school
holidays
our No School Day Program is an
activity-based initiative
that provides full day care for
your child while you are working
on school holidays

<p>Key Partners Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? DELETE GRAY TEXT & WRITE HERE</p>	<p>Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? DELETE GRAY TEXT & WRITE HERE</p>	<p>Value Proposition Early education center that provides: For children:</p> <ul style="list-style-type: none"> Professional curriculum for school readiness Updated facilities that foment activities Social interaction Development of life skills Happy place <p>For parents:</p> <ul style="list-style-type: none"> A center you can trust – credentialed staff Progress reporting Safe environment Flexible schedule Reasonable cost 	<p>Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? DELETE GRAY TEXT & WRITE HERE</p>	<p>Customer Segments For whom are we creating value? Who are our most important customers? DELETE GRAY TEXT & WRITE HERE</p>
	<p>Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? DELETE GRAY TEXT & WRITE HERE</p>		<p>Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? DELETE GRAY TEXT & WRITE HERE</p>	
<p>Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? DELETE GRAY TEXT & WRITE HERE</p>		<p>Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? DELETE GRAY TEXT & WRITE HERE</p>		

Business Model Generation



Customer Segments



Customer
ARCHETYPE..

WHO are they?
WHY would they buy?

2. CUSTOMER SEGMENTS

- GEOGRAPHIC
- SOCIAL
- DEMOGRAPHIC

OH?

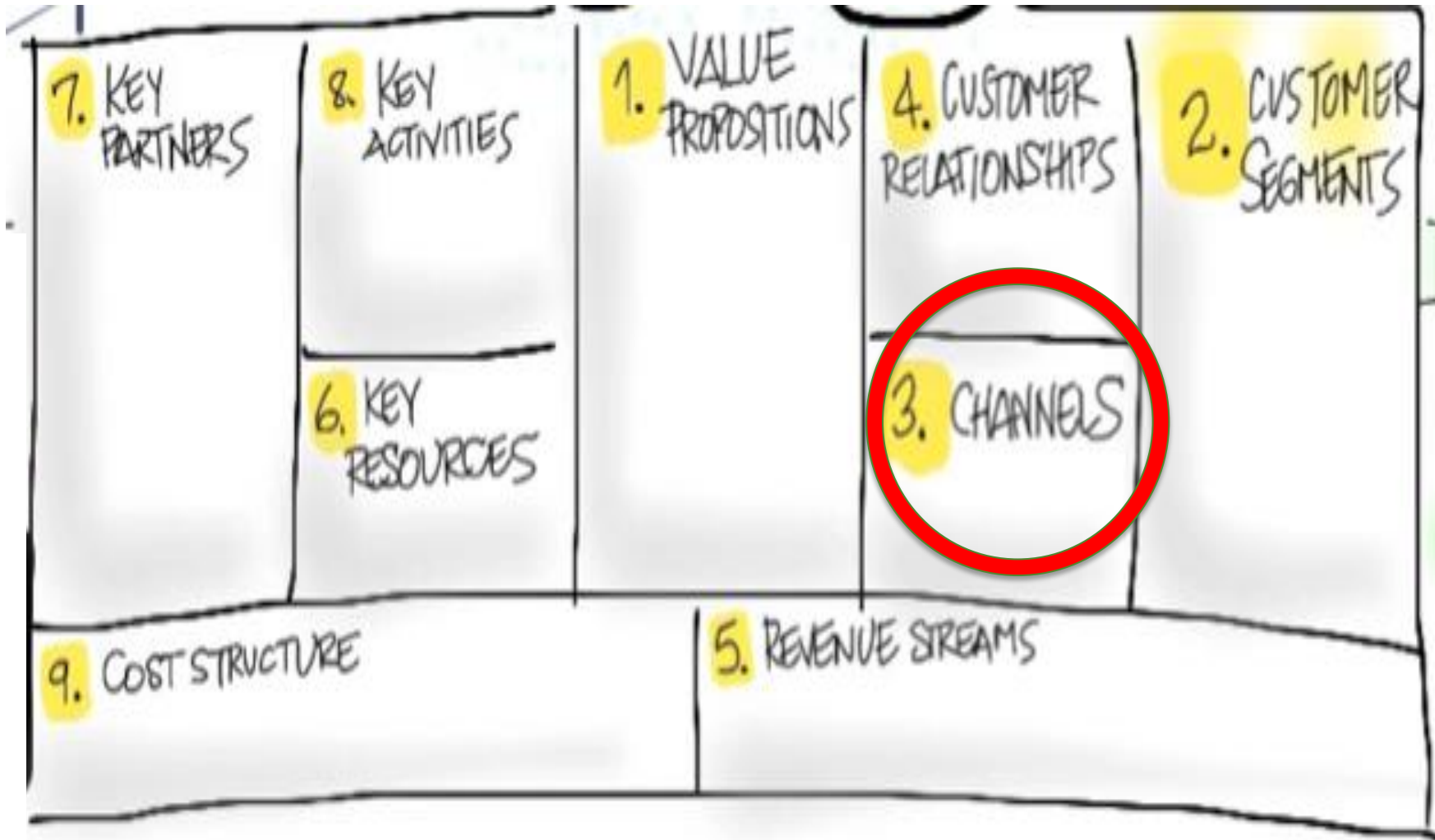
- ← 24 years old
- ← Male
- ← City dweller
- ← Avid social media user
- ← Single income

Your customers do not exist to **BUY**.
You exist for them.

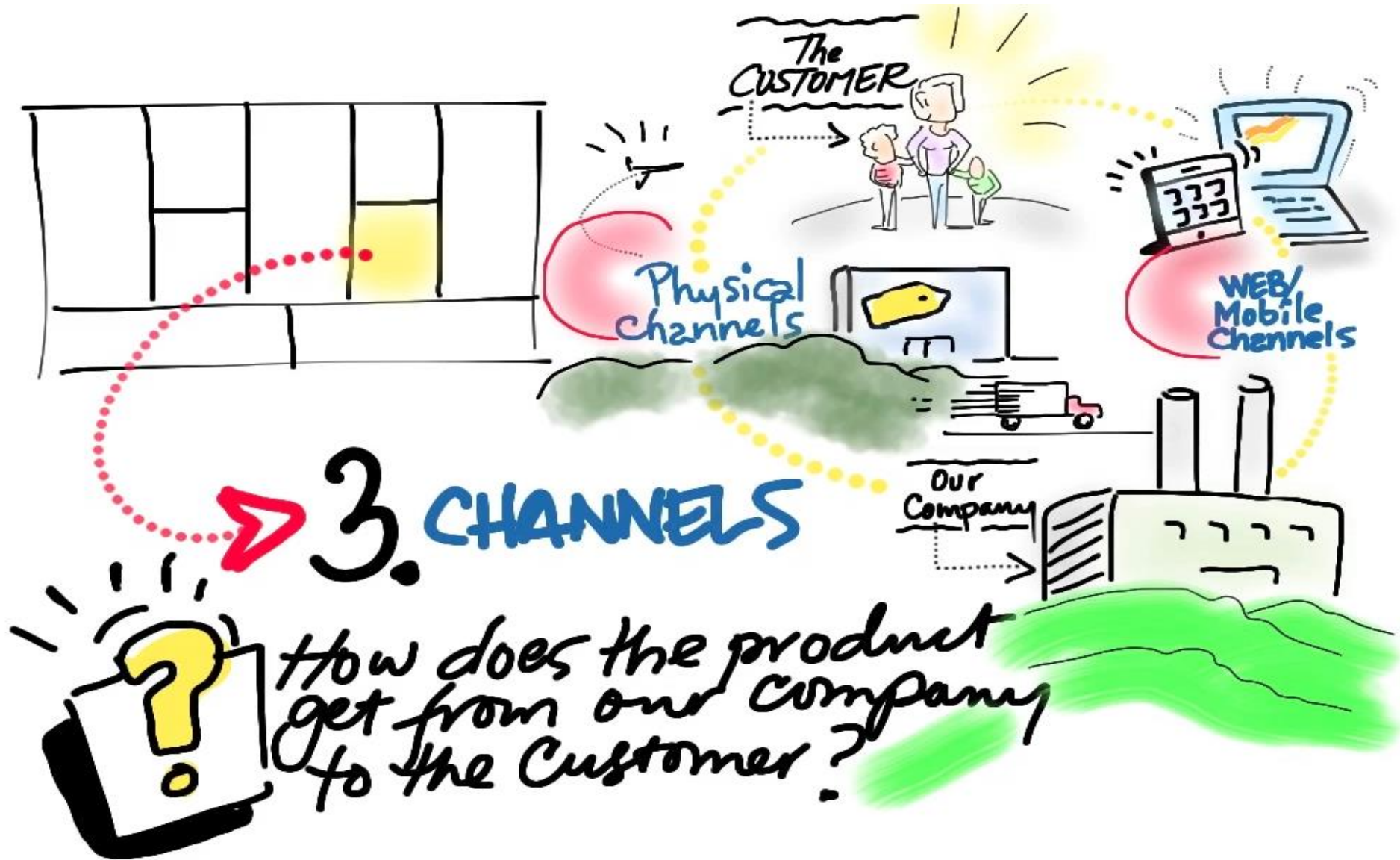


<p>Key Partners Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? DELETE GRAY TEXT & WRITE HERE</p>	<p>Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? DELETE GRAY TEXT & WRITE HERE</p>	<p>Value Proposition Early education center that provides: For children:</p> <ul style="list-style-type: none"> Professional curriculum for school readiness Updated facilities that foment activities Social interaction Development of life skills Happy place <p>For parents:</p> <ul style="list-style-type: none"> A center you can trust – credentialed staff Progress reporting Safe environment Flexible schedule Reasonable cost 	<p>Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? DELETE GRAY TEXT & WRITE HERE</p>	<p>Customer Segments</p> <ul style="list-style-type: none"> Two working parent households of infants to- 6 years old Single parent households of pre-school children Parents with infants Parents who qualify for school readiness Parents who qualify for Step Up Parents who want “Me” time Parents who want early education for their children Parents with special needs children
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Business Model Generation



Channels



The Business Model Canvas

Team or Company Name:
COMPANY NAME

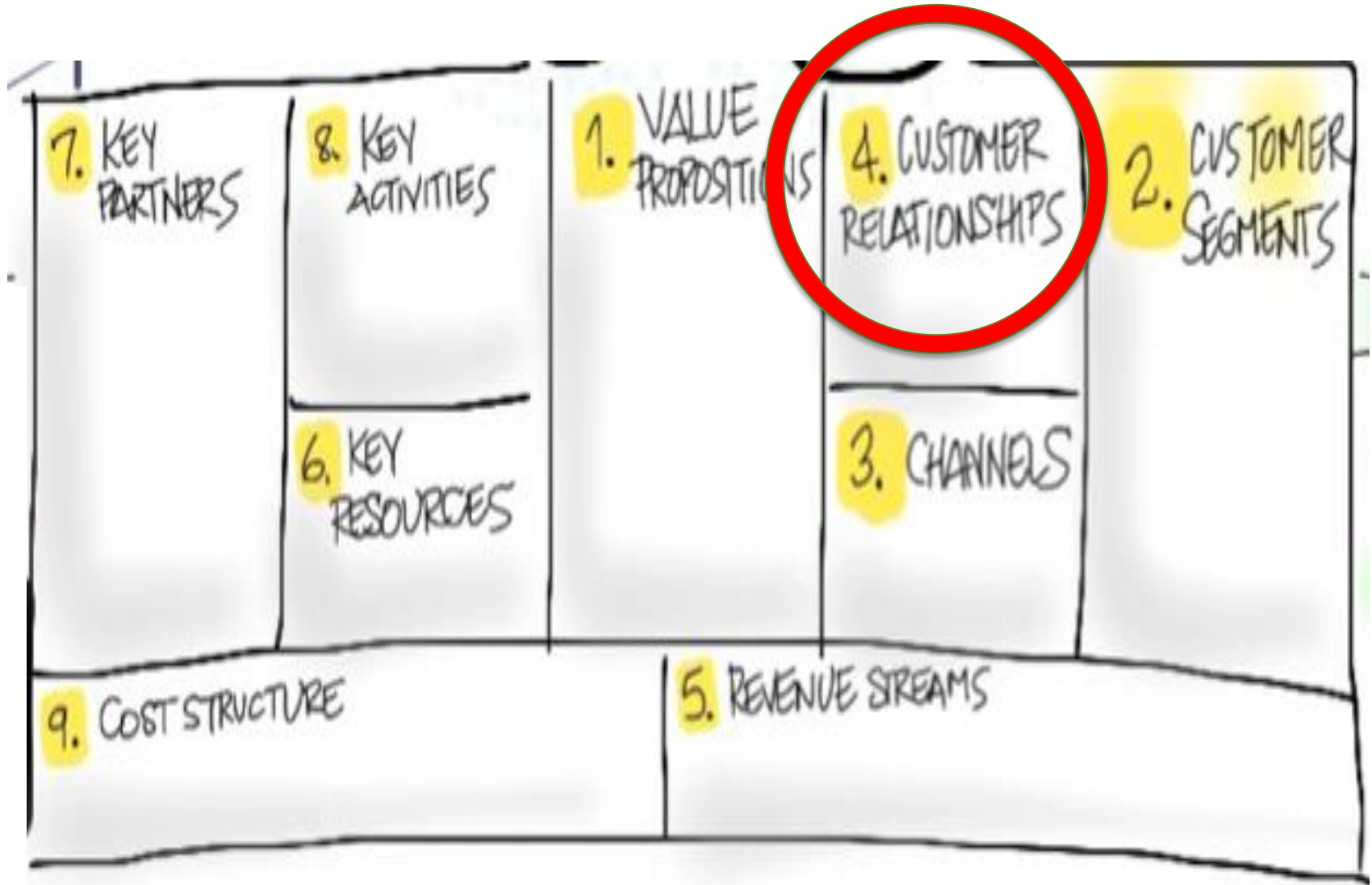
Date:
MM/DD/YY

Primary Canvas
 Alternative Canvas

<p>Key Partners Who are our Key Partners? Who are our Key Suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? DELETE GRAY TEXT & WRITE HERE</p>	<p>Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? DELETE GRAY TEXT & WRITE HERE</p>	<p>Value Proposition Early education center that provides: For children:</p> <ul style="list-style-type: none"> Professional curriculum to become school ready Updated facilities that foment activities Social interaction Development of life skills Happy place <p>For parents:</p> <ul style="list-style-type: none"> A center you can trust – credentialed staff Progress reporting Safe environment Flexible schedule Reasonable cost 	<p>Customer Relationships Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? DELETE GRAY TEXT & WRITE HERE</p>	<p>Customer Segments</p> <ul style="list-style-type: none"> Two working parent households of infants to- 6 years old Single parent households of pre-school children Parents with infants Parents who qualify for school readiness Parents who qualify for Step Up Parents who want “Me” time Parents who want early education for their children Parents with special needs children
	<p>Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? DELETE GRAY TEXT & WRITE HERE</p>		<p>Channels</p> <ul style="list-style-type: none"> Owned Center Church/community center Mobile Online 	
<p>Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? DELETE GRAY TEXT & WRITE HERE</p>		<p>Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? DELETE GRAY TEXT & WRITE HERE</p>		

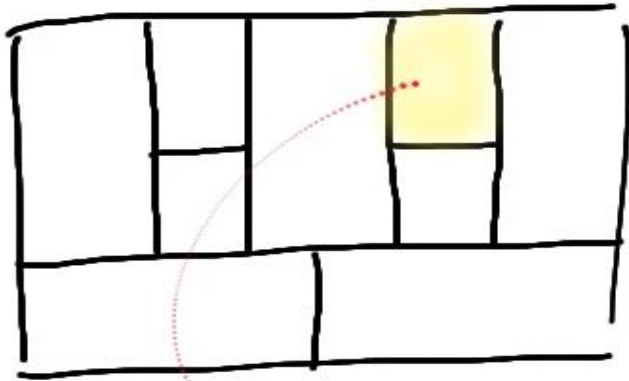
Source: www.businessmodelgeneration.com

Business Model Generation



Customer Relationships

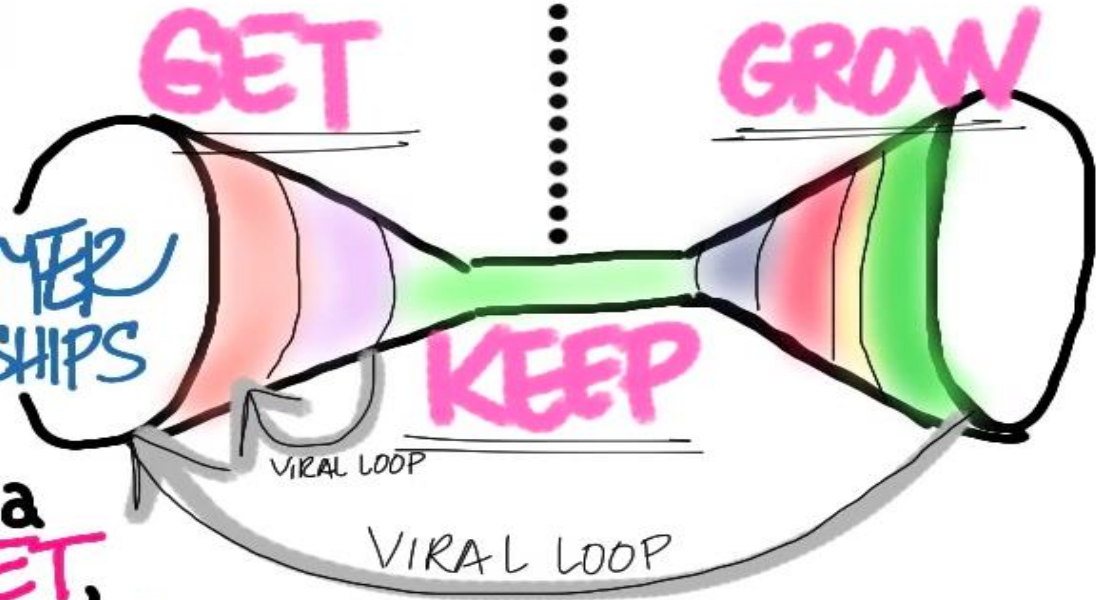
Just like in Channels,
these are DIFFERENT for
WEB/MOBILE versus
PHYSICAL...



4 CUSTOMER
-RELATIONSHIPS

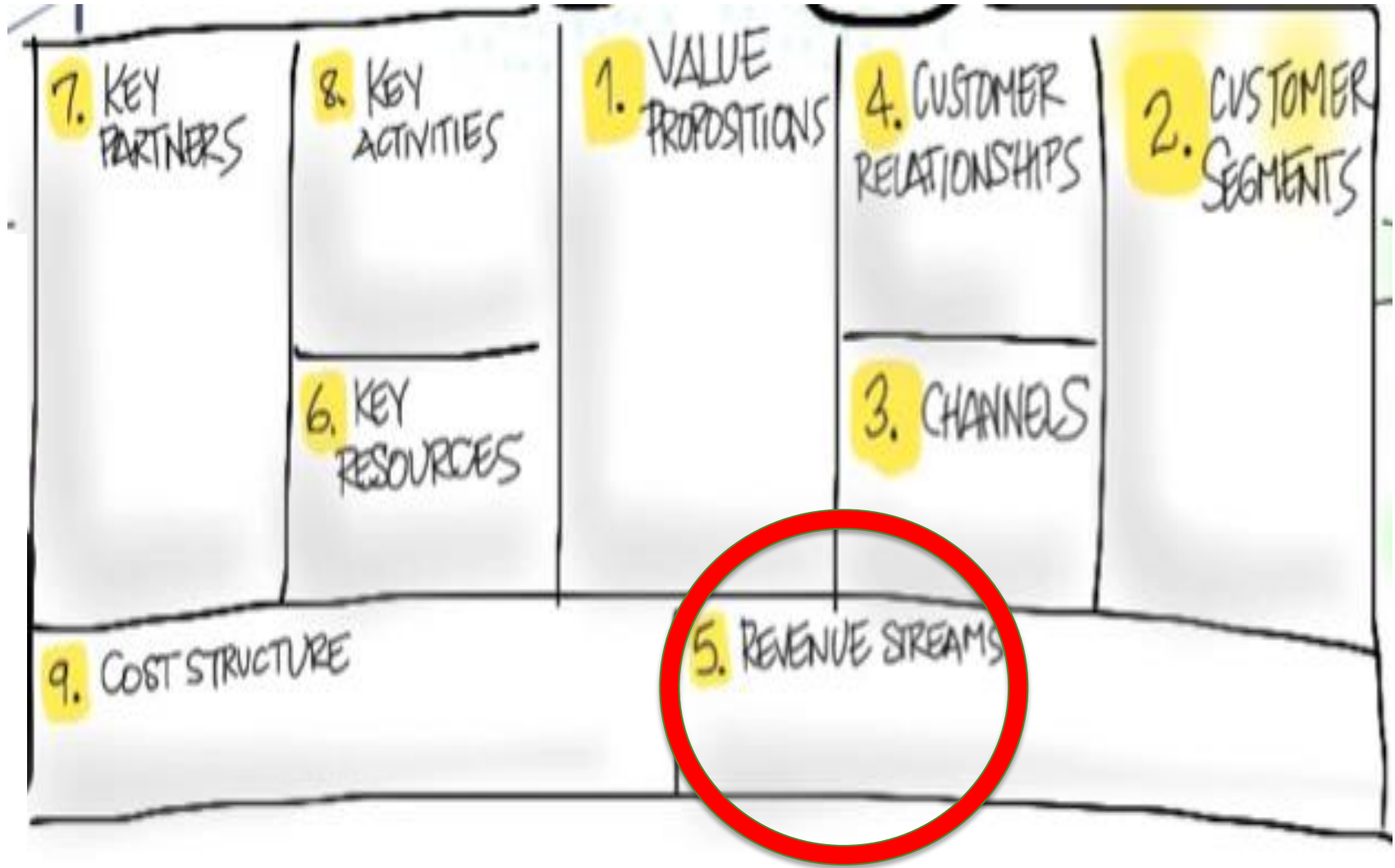


How does a
company GET,
KEEP, GROW
CUSTOMERS?

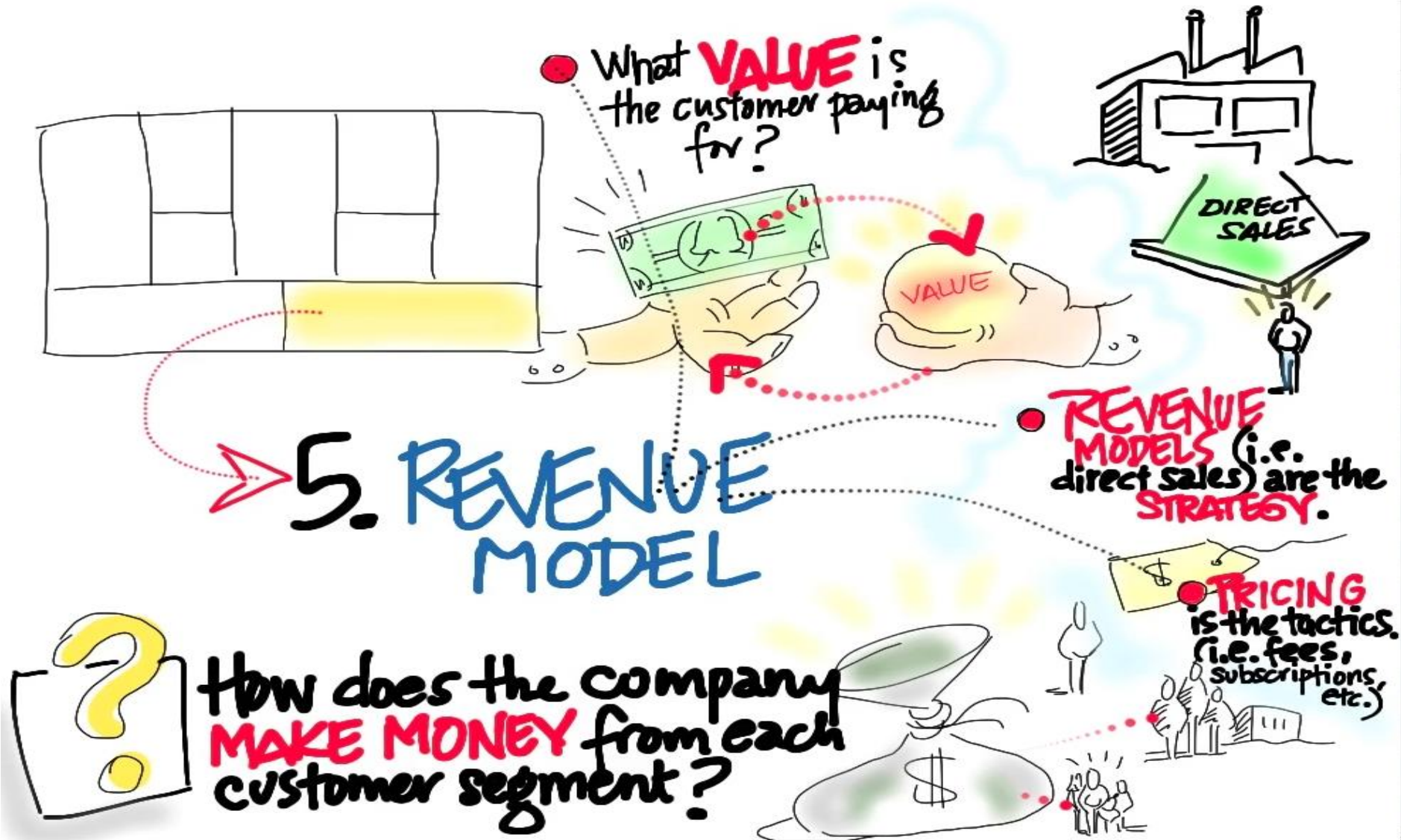


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Business Model Generation

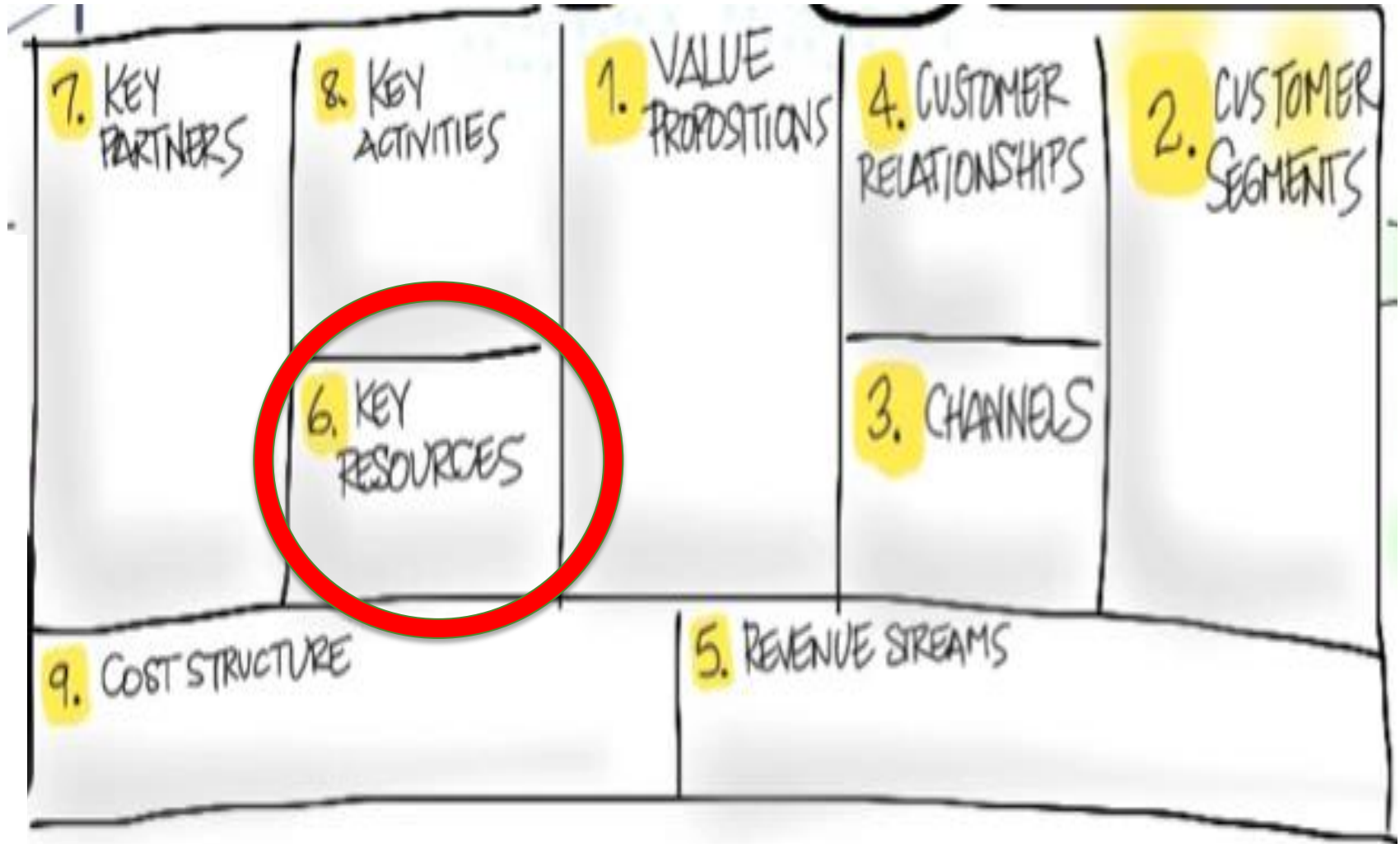


Revenue Streams

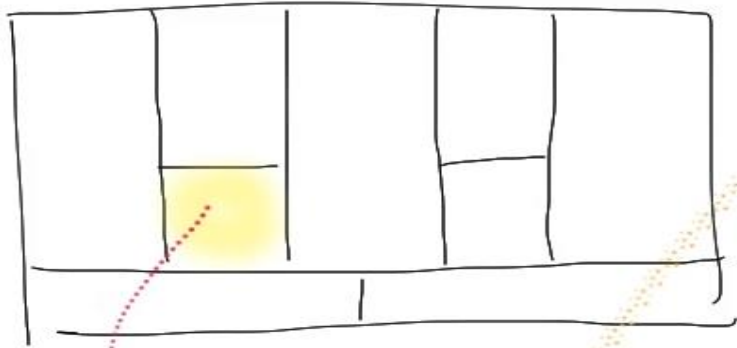


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Business Model Generation

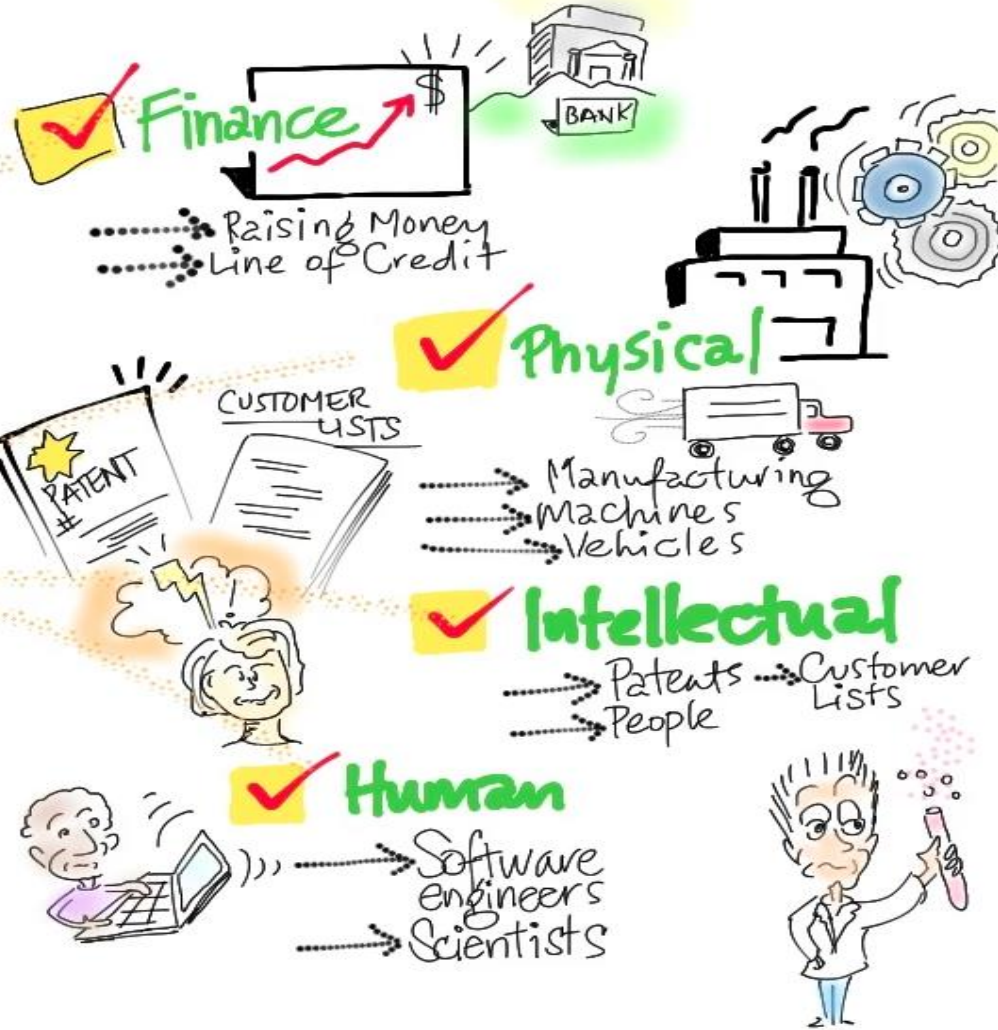


Key Resources



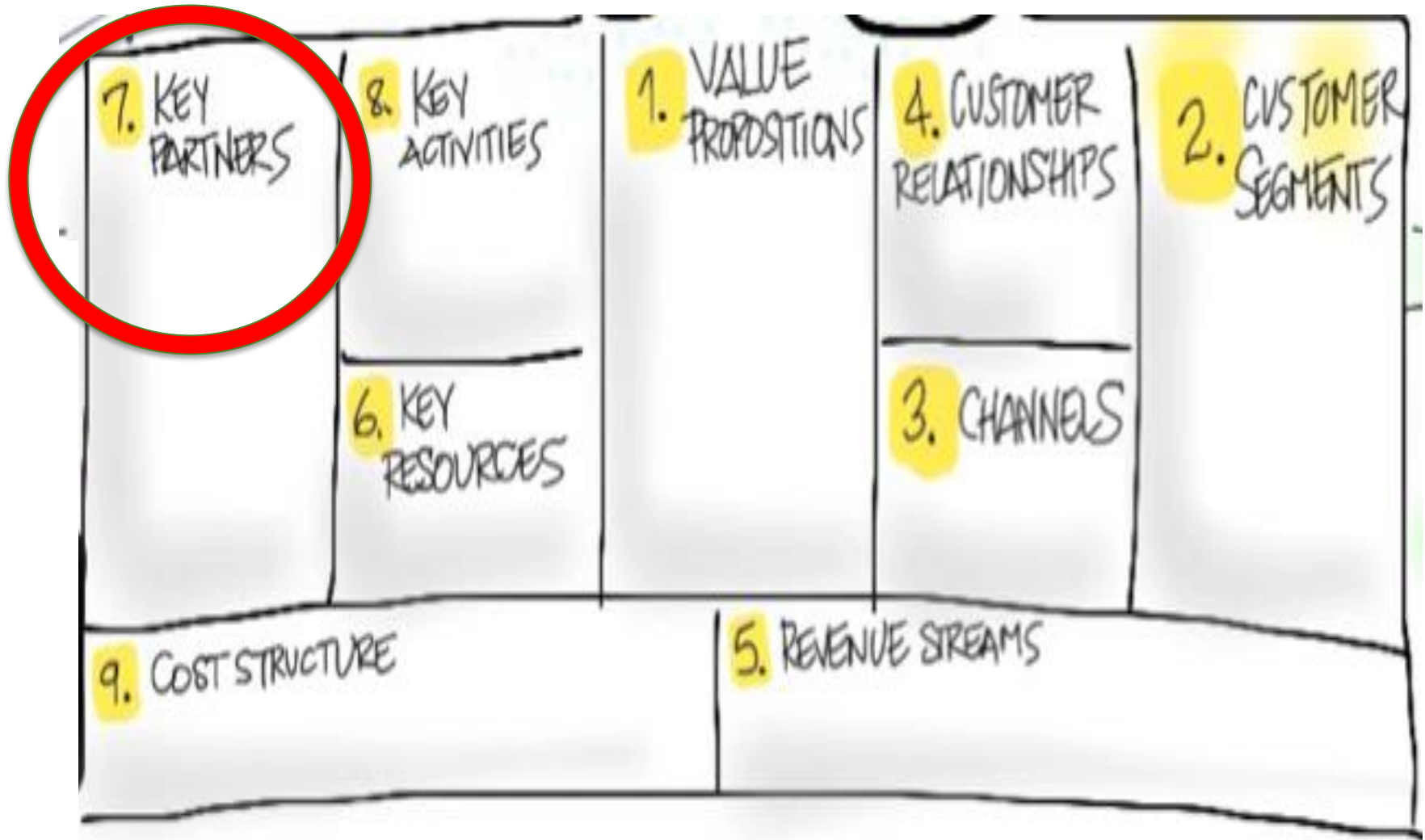
6. KEY RESOURCES

What are the **MOST IMPORTANT ASSETS** required to make the business model **WORK**?

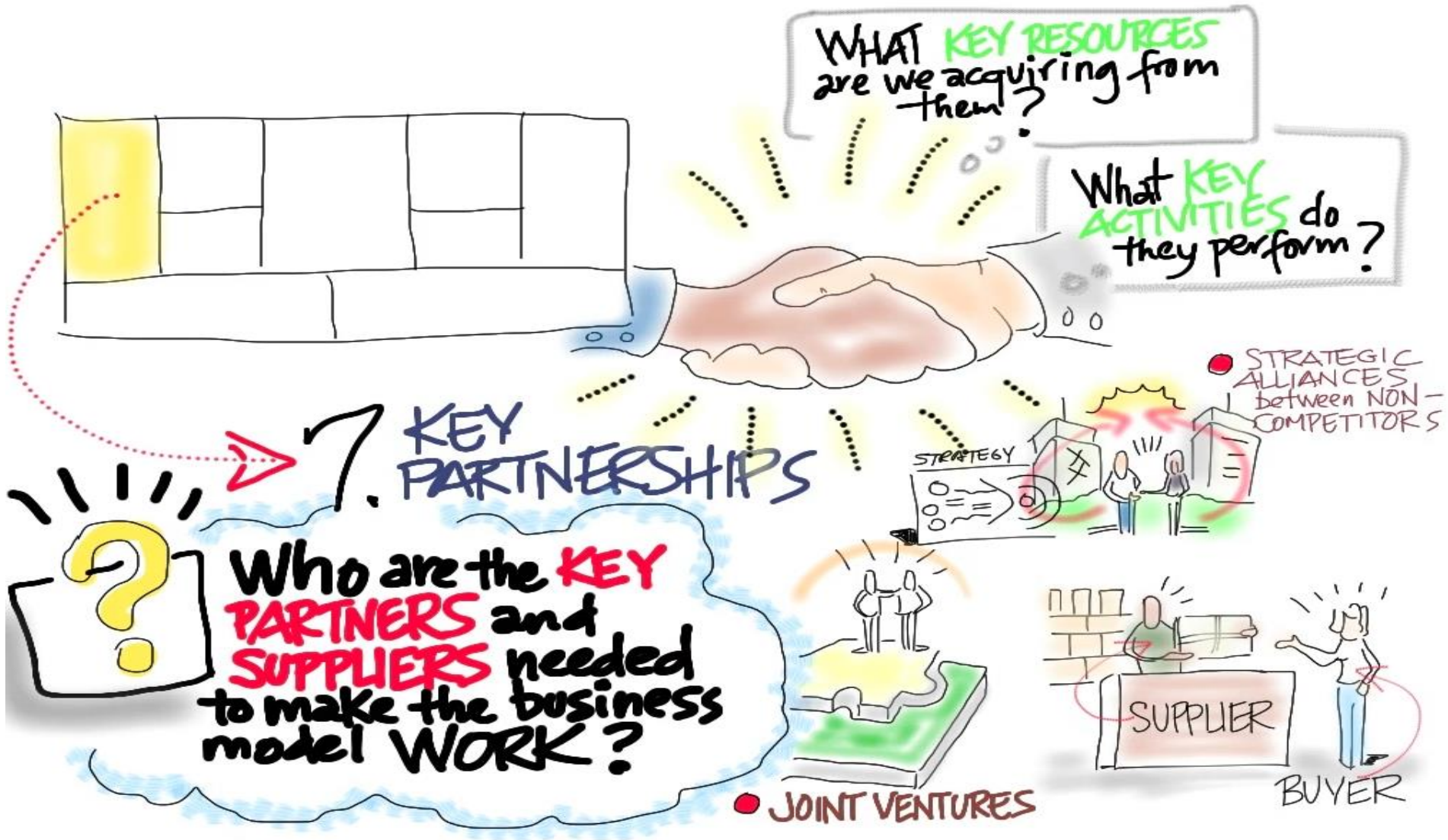


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Business Model Generation

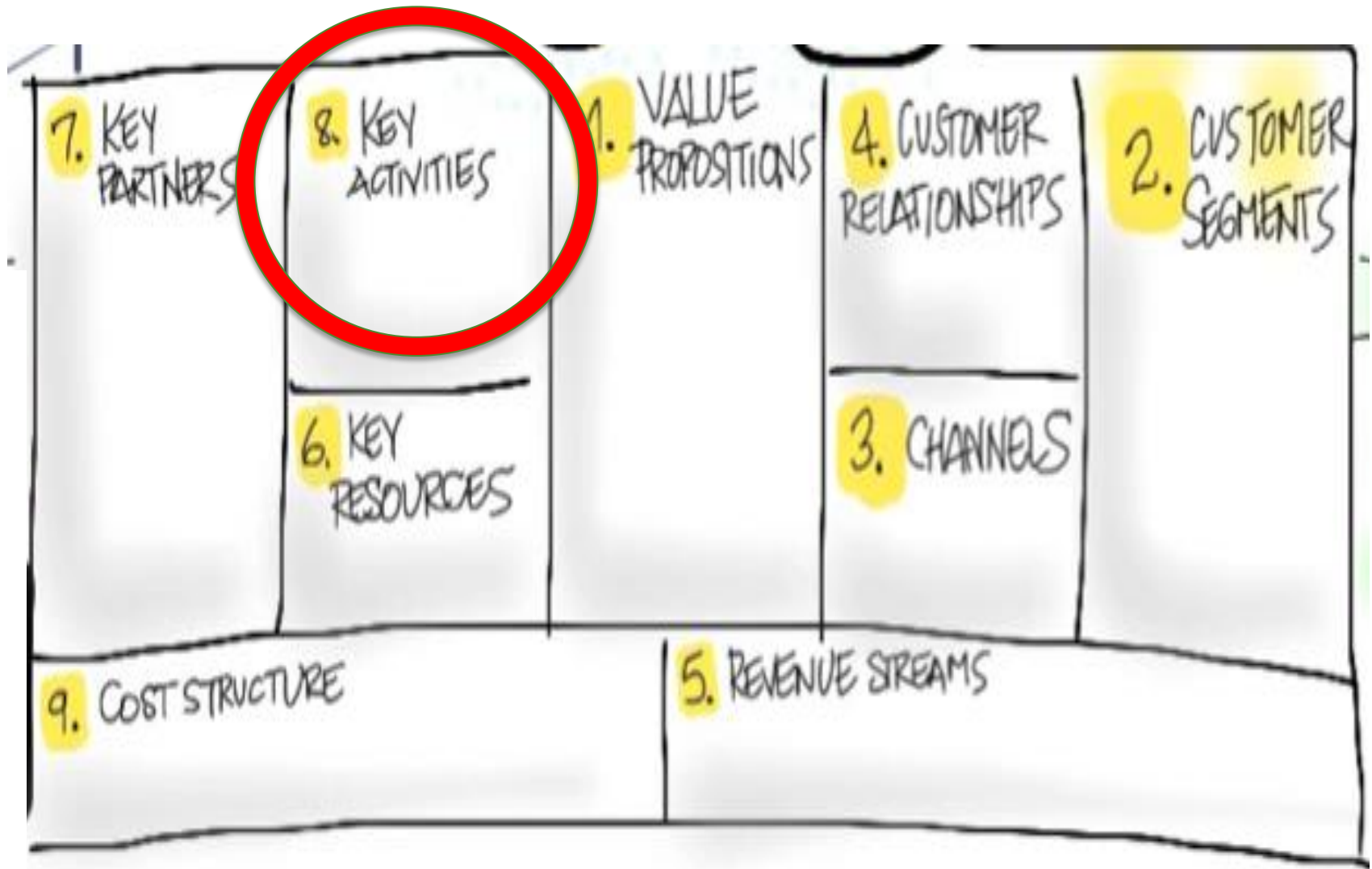


Key Partners

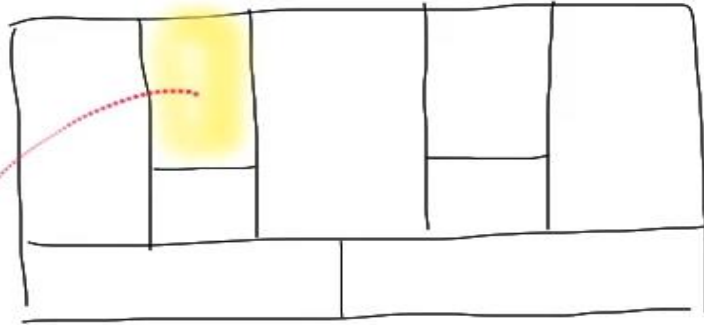


<p>Key Partners</p> <ul style="list-style-type: none"> • Early Learning Coalition • Broward County Child Care Licensing and Enforcement • Broward County Department of Children and Families - MyFLFamilies.com • Children's Services Council • Childcarecenters.us • Carelulu.com 	<p>Key Activities</p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>DELETE GRAY TEXT & WRITE HERE</p>	<p>Value Proposition</p> <p>Early education center that provides: For children:</p> <ul style="list-style-type: none"> • Professional curriculum for school readiness • Updated facilities that foment activities • Social interaction • Development of life skills • Happy place <p>For parents:</p> <ul style="list-style-type: none"> • A center you can trust – credentialed staff • Progress reporting • Safe environment • Flexible schedule • Reasonable cost 	<p>Customer Relationships</p> <ul style="list-style-type: none"> • Progress report meetings • Newsletters • Photos/video messages • Parents' date night • Updates on research on early education 	<p>Customer Segments</p> <ul style="list-style-type: none"> • Two working parent households of infants to- 6 years old • Single parent households of pre-school children • Parents with infants • Parents who qualify for school readiness • Parents who qualify for Step Up • Parents who want "Me" time • Parents who want early education for their children • Parents with special needs children
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Business Model Generation



Key Activities



8. KEY ACTIVITIES

What are the **MOST IMPORTANT THINGS** the company must **DO** to make the business model **WORK**?

● **PRODUCTION**



● **PROBLEM SOLVING**

● CONSULTING
● ENGINEERING

WE CAN SOLVE THIS!

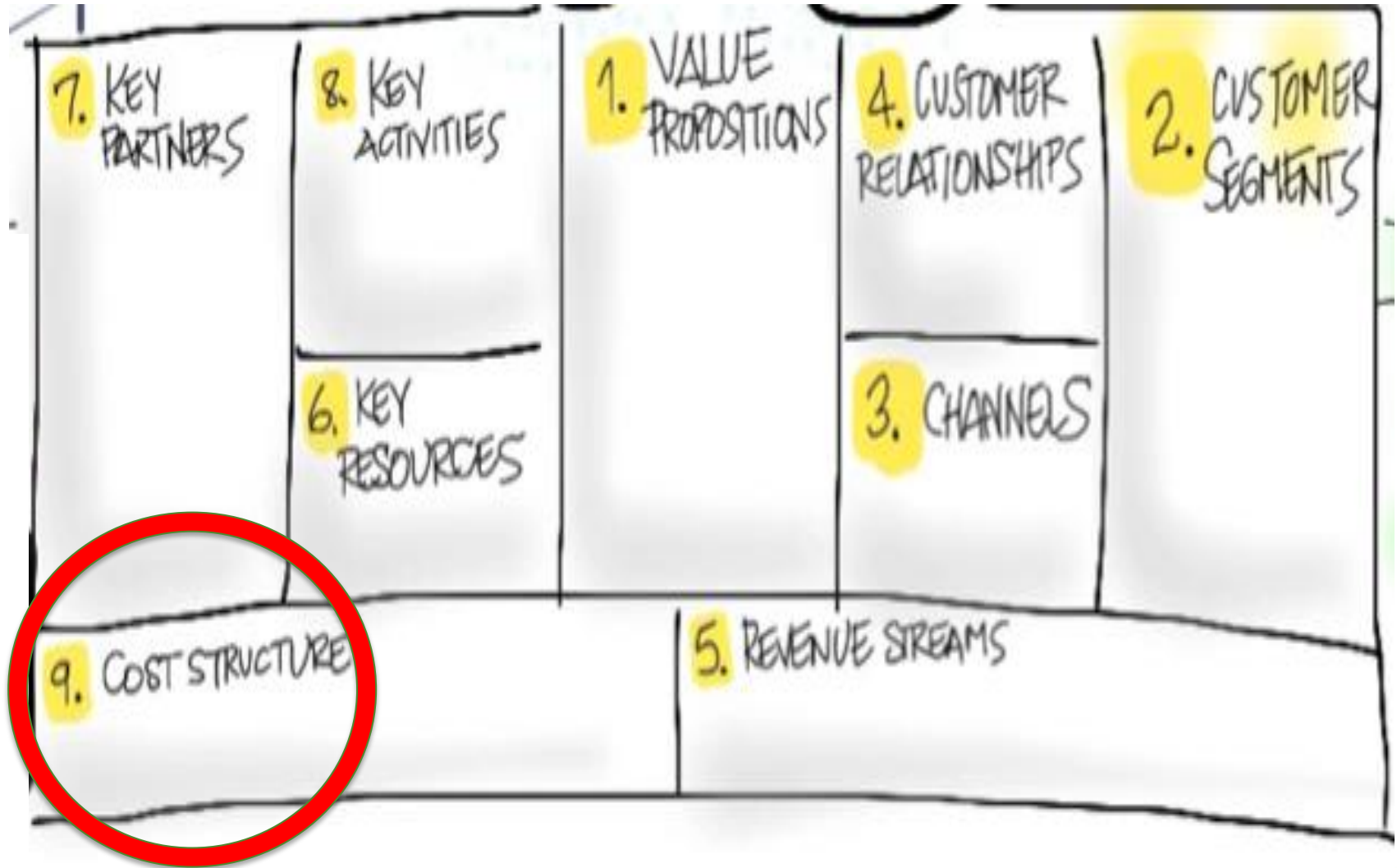


● **SUPPLY CHAIN MANAGEMENT**

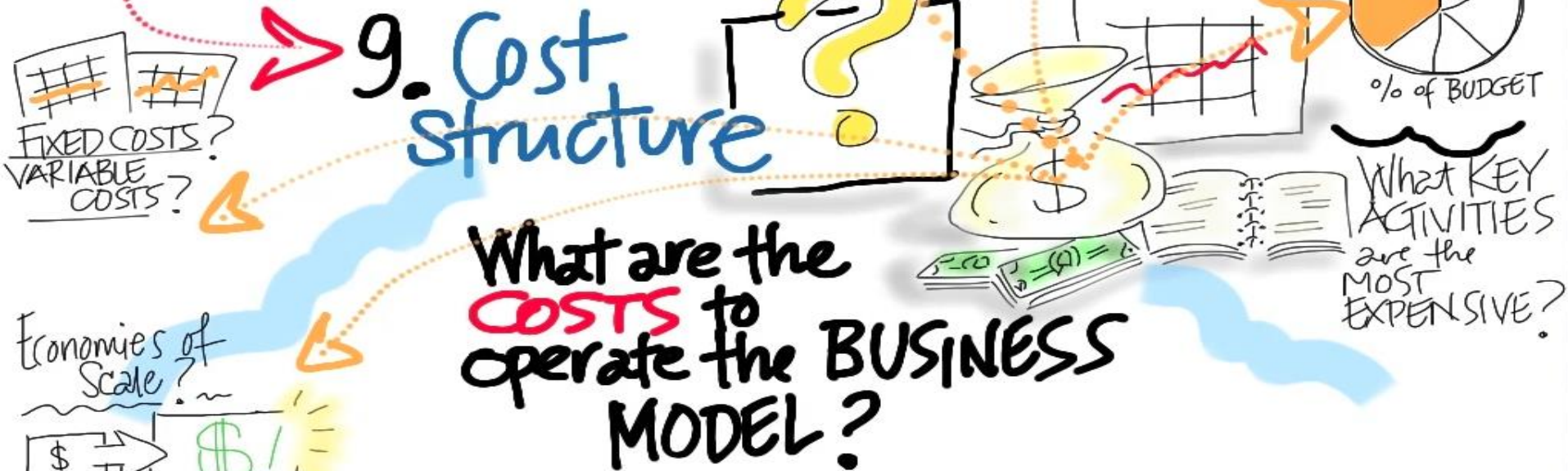
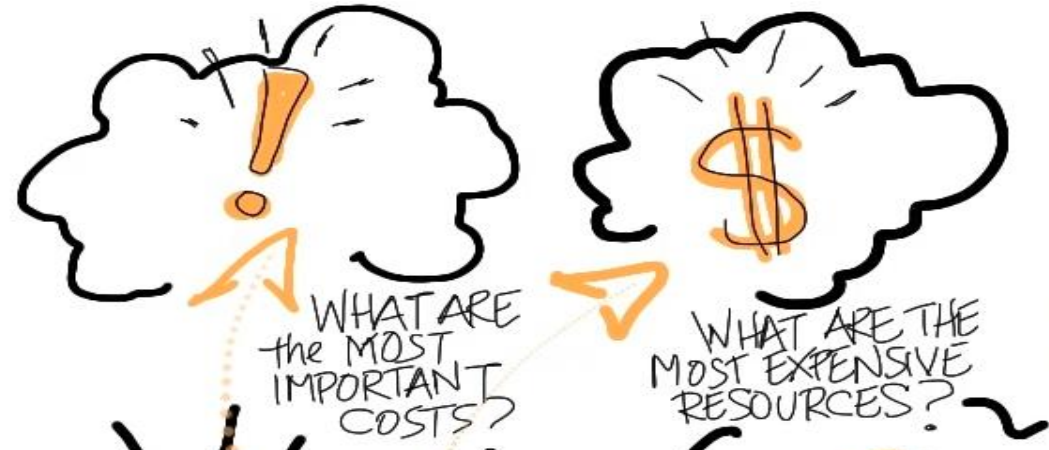


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<p>Key Resources</p> <ul style="list-style-type: none"> • Facility • Staff • Curriculums • Certifications • Website • Social media • Security equipment & protocols 	<p>Channels</p> <ul style="list-style-type: none"> • Website • Social Media • Referrals from professionals • Community events • Online childcare center listings 			
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Business Model Generation



Cost Structure



Forecast the basic numbers

Classroom Revenue Forecasting

- Number of children
- Average weekly tuition including subsidies & parent pay
- $\text{Monthly revenue} = \# \text{ children} \times \text{Average weekly tuition}^* \times 4.34$
- Example: Classroom A - 9 children x \$165 x 4.34 = \$6,445 tuition per month

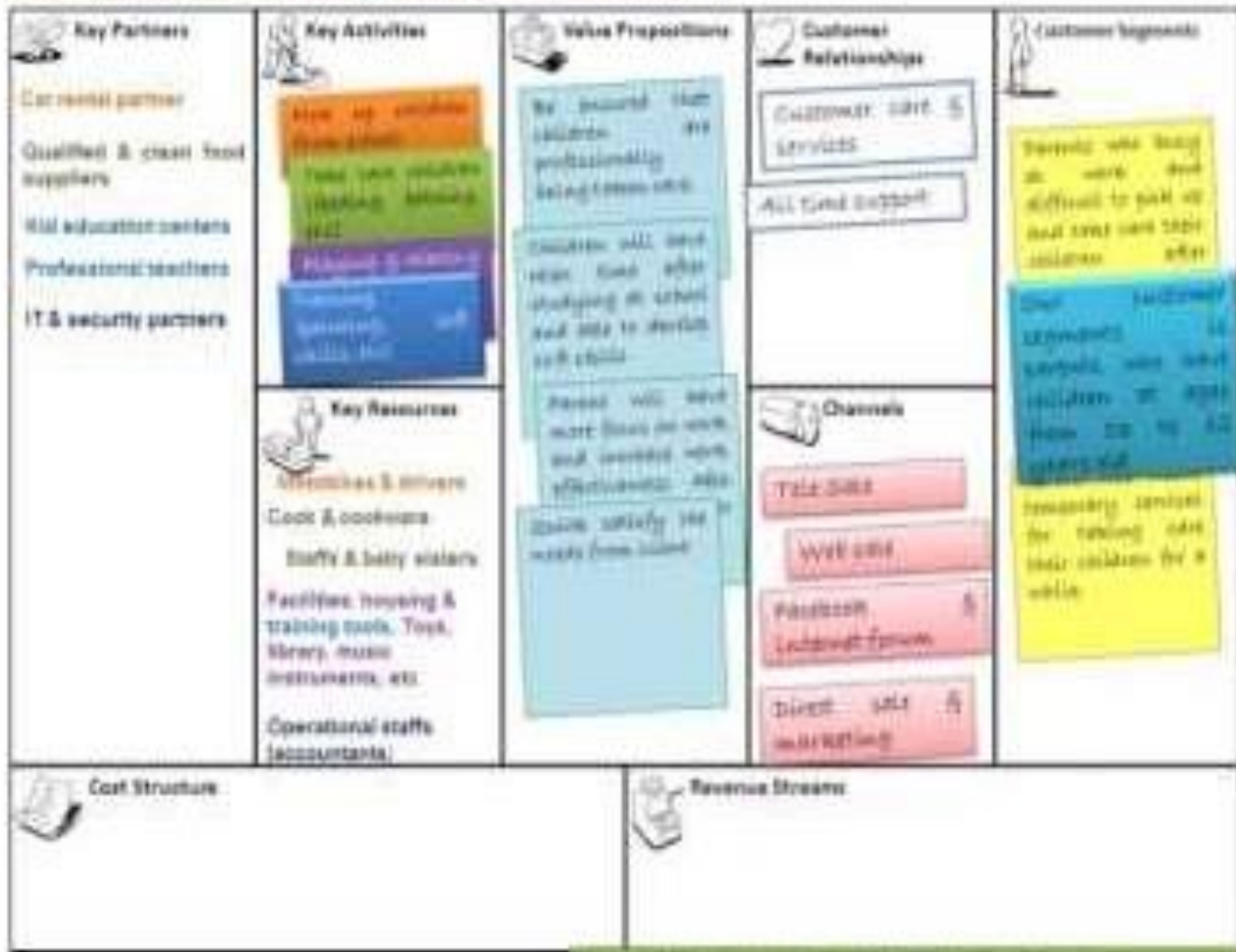
$$\frac{\$2,100}{\$6,445} = 33\% \text{ teacher pay as a \% of tuition}$$

Classroom Teacher Pay

- Hourly pay rate
- Employer payroll tax percentage
- Hours per week worked
- $\text{Monthly Teacher Pay} = \text{Hourly pay rate} \times \text{employer tax rate} \times 40 \times 4.34$
- Example: Classroom A - \$11 x 1.10 x 40 x 4.34 = \$2,100 teacher pay per month

<p>Key Partners</p> <ul style="list-style-type: none"> • Early Learning Coalition • Broward County Child Care Licensing and Enforcement • Broward County Department of Children and Families - MyFLFamilies.com • Children's Services Council • Childcarecenters.us • Carelulu.com 	<p>Key Activities</p> <ul style="list-style-type: none"> • Care, safety & education of children • Marketing • Sales • Staff recruitment • Staff development • Use of curriculums • Facility & security maintenance 	<p>Value Proposition</p> <p>Early education center that provides:</p> <p>For children:</p> <ul style="list-style-type: none"> • Professional curriculum for school readiness • Updated facilities that foment activities • Social interaction • Development of life skills • Happy place <p>For parents:</p> <ul style="list-style-type: none"> • A center you can trust – credentialed staff • Progress reporting • Safe environment • Flexible schedule • Reasonable cost 	<p>Customer Relationships</p> <ul style="list-style-type: none"> • Progress report meetings • Newsletters • Photos/video messages • Parents' date night • Updates on research on early education 	<p>Customer Segments</p> <ul style="list-style-type: none"> • Two working parent households of infants to- 6 years old • Single parent households of pre-school children • Parents with infants • Parents who qualify for school readiness • Parents who qualify for Step Up • Parents who want "Me" time • Parents who want early education for their children • Parents with special needs children
<p>Cost Structure</p> <ul style="list-style-type: none"> • Payroll (teacher pay & administration) 30-50% of revenue • Rent & facility expenses. 10-20% of revenue • Insurances - \$4,000 + 		<p>Revenue Streams</p> <ul style="list-style-type: none"> • Parent pay tuition • Subsidy tuitions • Food program • Tutoring • Special activities • Special programs • Uniforms/shirts 		

Business Model Canvas – AFTER-SCHOOL CARE SERVICES



Prepared by: You can do it... (2013) (2013) (2013) (2013) (2013)

Create a Few KPIs

- Key performance indicators help measure the health of your business model
 - % of authorized center's attendance level achieved
 - Classroom teachers' pay as a % of classroom tuition
 - % or \$ profit

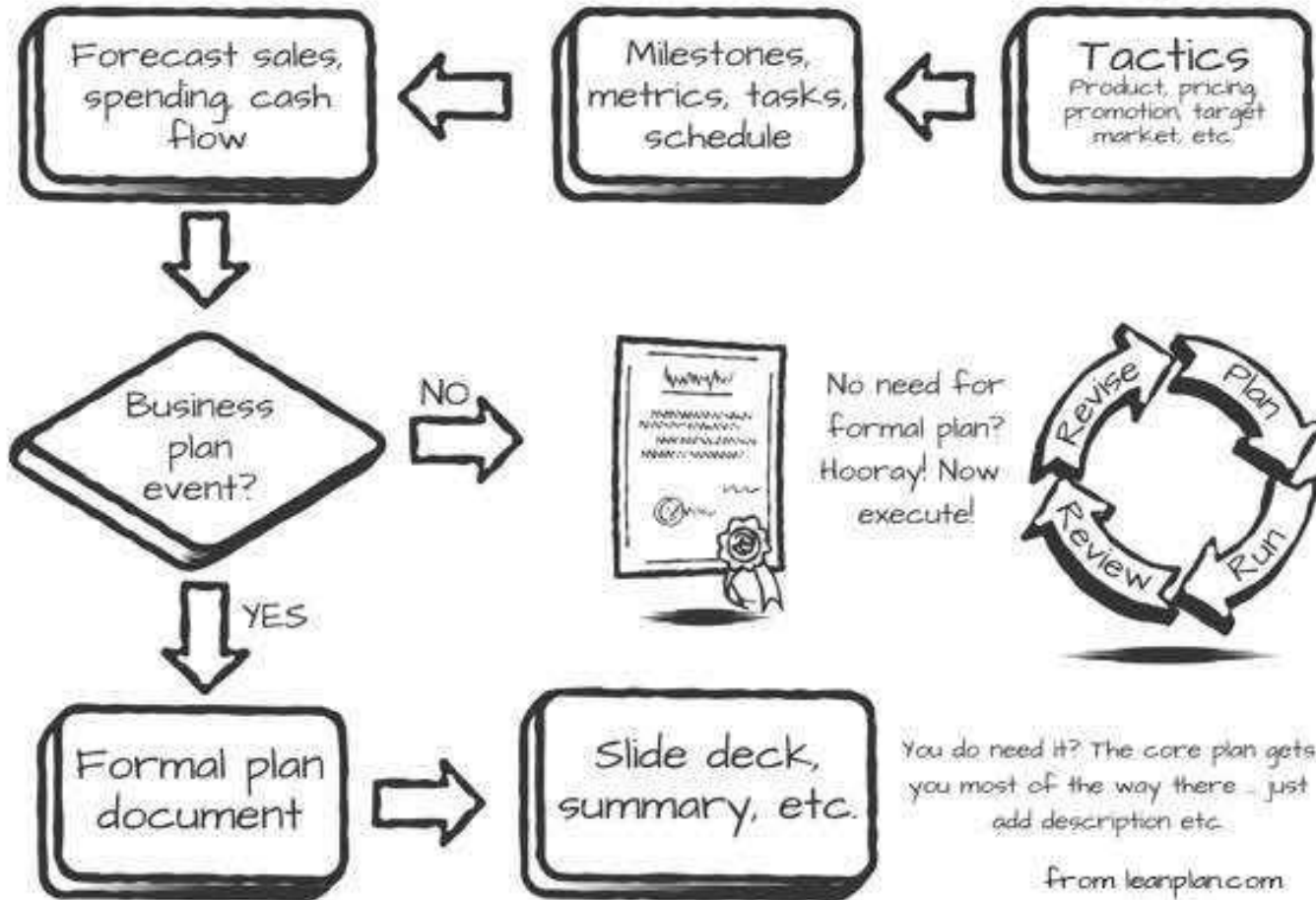
Next Steps

- Modeling often leads to new ideas
 - As you look closely at customer segments
 - Identify the pain and/or gain points for each customer segment
 - Each pain/gain point is an opportunity for a program or service
 - Programs/services that address the customers' pain or gain points result in a market alignment that produces a steady demand

Next Steps

- If you identify opportunities to:
 - Improve existing programs or services
 - Identify new customer segments for existing programs or services
 - Create new programs or services for existing customer segments and new customer segments
- Lay out a strategy & plan to explore the benefits

Lean business planning: core plan in 4 steps



from leanplan.com
© Timothy Berry, 2014

<https://leanplan.com/what-is-a-lean-business-plan/>

Put some numbers to paper

Month: October	Average weekly tuition/child x 4.34 = Monthly tuition	Number of children	Monthly Classroom tuition (B x C)	Teacher hourly pay rate x 1.10 for employer payroll taxes	Weekly hours per classroom	Number of teachers	Total Teacher pay (E x F x G) x 4.34 wks.	Gross profit per classroom (D-H)
3 Classrooms								
4 Infants			\$ -				\$ -	\$ -
5 1-2 Year olds			\$ -				\$ -	\$ -
6 2-3 Year olds			\$ -				\$ -	\$ -
7 3-4 Year Olds			\$ -				\$ -	\$ -
8 VPK			\$ -				\$ -	\$ -
9 VPK wrap			\$ -				\$ -	\$ -
10 Aftercare			\$ -				\$ -	\$ -
11 Other			\$ -				\$ -	\$ -
12 Other			\$ -				\$ -	\$ -
13 Totals			\$ -				\$ -	\$ -
14								
15 Teacher Pay as % Tuition (Total teacher pay/Total tuition)							#DIV/0!	



<https://leanplan.com/what-is-a-lean-business-plan/>

Get information to make a decision

Month: October Classrooms	Average weekly tuition/child x 4.34 = Monthly tuition	Number of children	Monthly Classroom tuition (B x C)	Teacher hourly pay rate x 1.10 for employer payroll taxes	Weekly hours per classroom	Number of teachers	Total Teacher pay (E x F x G) x 4.34 wks.	Gross profit per classroom (D-H)
Step Up	\$ 667	8	\$ 5,336	\$ 16.00	40	1	\$ 2,778	\$ 2,558
1-2 Year olds							\$ -	\$ -
2-3 Year olds							\$ -	\$ -
3-4 Year Olds							\$ -	\$ -
VPK							\$ -	\$ -
VPK wrap							\$ -	\$ -
Aftercare							\$ -	\$ -
Dance	\$ 65	14	\$ 911	\$ 14.00	1.5	1	\$ 91	\$ 820
Karate	\$ 65	8	\$ 521	\$ 14.00	1.5	1	\$ 91	\$ 430
Totals			\$ 6,768				\$ 2,960	\$ 3,808
Teacher Pay as % Tuition	(Total teacher pay/Total tuition)							44%

	Budgeted	Actual	+/-
Income			
Infants	-	-	-
1-2 Year olds	-	-	-
2-3 Year olds	-	-	-
3-4 Year Olds	-	-	-
4-5 Year Olds	-	-	-
VPK	-	-	-
VPK wrap	-	-	-
Aftercare	-	-	-
Camp			
Classroom or program 10			
Classroom or program 11			
Registration Fees			
USDA Food Subsidy			
Loan			
Subsidy			
Other			
Total Income	-	-	-
Child Care Expenses:			
Food			
Teacher's compensation	-	-	-
Staff Training			
Staff CEU's/accreditation fees			
School accreditation fees			
Curriculum			
Other			
Administrative Expenses			
Management Compensation			
Administrative Compensation			
Advertising & Marketing			
Website & Social Media			
Insurances			
Accounting/Legal			
Printing			
Postage			
Dues & Subscriptions			
License			
Mileage and Gas			
Car, Van Lease or Payment			
Bank fees/Interest			
Loan - Principal & Interest			
Other			
Facility Expenses:			
Water			
Electricity			
Telephone			
Repairs/Maintenance			
Rent / Mortgage			
Expense totals	-	-	-
Profit/Loss	-	-	-

Nine Month Crisis Period Budget

	Oct			Nov			Dec			Jan			Feb			Mar			Apr			May			June			9 Month	9 Month	9 Month
	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±	Budgeted	Actual	±			
Income																														
Infants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
1-2 Year olds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
2-3 Year olds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3-4 Year Olds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
4-5 Year Olds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
VPK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
VPK wrap	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Afterschool	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Camp	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Classroom or program 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Classroom or program 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Registration Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
USDA Food Subsidy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Subsidy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Child Care Expenses:																														
Food	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Teacher's compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Staff Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Staff CEU's/accreditation fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
School accreditation fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Curriculum	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Administrative Expenses																														
Management Compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Administrative Compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Advertising & Marketing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Website & Social Media	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Insurances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Accounting/Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Printing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Postage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Dues & Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
License	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Mileage and Gas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Car, Van Lease or Payment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Bank fees/Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Loan - Principal & Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Facility Expenses:																														
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Repairs/Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Rent / Mortgage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Expense Totals																														
Profit / Loss																														

Make a decision

Resources and Next Steps

You will receive :

- Business model template
- Value proposition template
- Calculator for ideas
- 9 Month budget template

Sign up for one-on-one mentoring at www.broward.score.org

“By failing to prepare, you are preparing to fail.”
Benjamin Franklin