

# Short Business Plan

## Emergency Bridal LLC

Emergency Bridal LLC is an example of a full business plan that presents all the necessary elements to get the job done in a shorter than usual format. This plan builds on established business ideas and markets to offer an innovative service, but is able to get the point across quickly. The plan follows the format for a full plan quite closely. The only major omissions are the assumptions for the financials and the critical risks.

Because the plan was going to be funded from a personal loan to Rachel (not a business one), there was no one who needed to see the plan except Rachel, and she knew what her assumptions were. During her presentation, the majority of the judge's questions were on the assumptions underlying the numbers, so it proves the point that including an assumptions section in your business plan can make life a lot easier all around. The lack of critical risks also reflected this approach. Rachel's point was she could easily pay off the \$10,000 loan from nearly any job she could get, so the downside risk was negligible. If she encountered an unexpected risk that she could not handle, she would perform a walkaway and pay off her loan from another job. To find out what happened to Rachel and the plan, look at the postscript at the end of the plan.

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### Emergency Bridal LLC

#### 1.0 Executive Summary

**Introduction** There is an untapped part of the wedding market for brides in the middle planning stage<sup>1</sup> who would benefit from extra help planning their event, selecting reliable and reasonably priced vendors, and additional wedding day assistance. We are proposing the creation of a company that will be modeled after

traditional wedding/event planning companies, but with a twist. Rather than marketing directly to the bride like other wedding consultants, we will market to venues first and then to the bride, in order to target those in the middle planning stage. Emergency Bridal LLC is being established as a third-party contracting service to team up with venues, so they can pass along our services in order to help their clients complete the planning process successfully while remaining on budget.

**The Services** We will specialize in wedding planning services and concentrate on stationery, favors, decorations, music, and flowers. In addition to planning, we will help clients keep track of budgets and bills. We will also help our clients with last minute details and overseeing the actual event.

**The Market** Emergency Bridal has two market segments that will be targeted; event venues and engaged couples. Our target venue is located in Des Moines City or Des Moines County and has two or more ballrooms/event rooms and holds one–two events per week in off-peak season and three–four in peak season.<sup>2</sup> Our target clients are Des Moines County residents between the ages of 22 and 35, who are engaged, and are budgeting \$18,000 to \$25,000 on their wedding. Our clients are individuals who want a well-run event that is creative and personalized within their budget.

**Management** Emergency Bridal will be owned and solely operated by Rachel Evans.

**Financial Considerations** Emergency Bridal's initial start-up expenses are estimated at \$4,405, with an additional \$5,600 to finance receivables. Start-up cost will be covered by a \$10,000 loan. The loan is due in five years with a 6.99 percent fixed interest rate. Rachel Evans will personally secure the loan.

In the first year Emergency Bridal will be making a profit of \$4,783 after taxes. In the following years, Emergency Bridal will continue to grow and earn more business while increasing profits. It is projected that in the

fifth year of business Emergency Bridal will have a profit of \$67,015 after taxes.

**1.1 OBJECTIVES** Our objective is to develop relationships with local venues and offer our services to their clients. By teaming up with venues, we would be able to target a niche market of brides who originally passed up the idea of wedding planners, but after starting the planning process have decided that they would benefit from professional services. In addition to pairing up with venues, we will also work to develop relationships with vendors that we can repeatedly rely on for quality and reasonable prices. Emergency Bridal LLC is entering a market that is currently populated by 11 Des Moines area wedding planning professionals, which are small businesses that typically employ only one to two people. These planners are traditional planners in the sense that they target brides before planning begins; however, Emergency Bridal intends to target the brides who are in the midst of planning and need help in the continuation of the planning process.

**1.2 MISSION** Emergency Bridal's mission is to be the sole service provider of wedding planning services for major reception venues in Des Moines. We help brides orchestrate their wedding day, while ensuring the hiring of quality vendors and maintaining the established budget. As professionals we will use our network of vendor relationships and use our expertise to aid brides in planning memorable events and help ease their stress. Our experience and knowledge in the industry will ensure reliable services, organization, and event excellence.

**1.3 KEYS TO SUCCESS** With our strategy in selling to the venue first and then to the bride, our keys to success can be segmented into two stages.

Our first market is the venue. In selling our services to the venue, we are dedicated to:

- Reliable, professional, and quality work.
- Promoting the venue and helping to further satisfy its clients.

- Working with management to motivate the sales staff through incentive programs.

Next, in order to serve the bride and groom, we believe in listening to the customers' needs and wedding dreams, while providing the reliable quality service they deserve which includes but is not limited to:

- A detailed list of wedding objectives and services designed to fit the needs of the client.
- Dedication to established budget.
- Creativity and personalized events.
- Organization and seamless execution of events.

We are dedicated to offering a variety of event services and will strive to satisfy customer demands and continue working relationships with venues and vendors.

## **2.0 Company Summary**

Emergency Bridal LLC is a start-up company that will provide third-party wedding planning services to catering venues, which they will then make available to their clients. We will work with their clients and help them with the various other details that go into planning their event. We will focus on stationery/invitations, favors, decorations, transportation, music, and photography. However, we will work with the clients to ensure that their wedding dreams come true, and do so within their budget. Our main objective is to help the client with vendor decisions and help eliminate the time and guess work that comes along with major wedding decisions. We will use our knowledge in the industry and relationships with local vendors to find what the clients are looking for at the most reasonable price. In developing relationships with local vendors through networks and repeat business, we will be able to provide our clients with a list of reliable vendors whom we are familiar with.<sup>3</sup> We will also take care of the stress of scheduling, contracts, and follow-up calls. It is our mission to design our services around what clients

want and help plan and execute their wedding, while letting them enjoy their special day with confidence and assurance.

**2.1 COMPANY OWNERSHIP** This business will form as a limited liability company with complete ownership by its founder and president Rachel Evans.

**2.2 START-UP SUMMARY** Emergency Bridal LLC's original start-up costs will amount to \$4,422 of which \$1,622 will be office equipment including a computer and software; \$557.00 will be used for office supplies<sup>4</sup> and furniture, and \$1,500 will be dedicated to legal fees. The remaining balance will be used for other miscellaneous supplies, stationery, furniture, and other start-up fees. In addition, Emergency Bridal LLC projects the need for an additional financial commitment of \$5,578 to finance receivables and other start-up expenses for the first 12 months of operations.

Funding of this initial \$10,000 will be provided by a business loan. The owner Rachel Evans will personally secure the loan.

For spreadsheet, see Appendix 8-a.

**2.3 COMPANY LOCATIONS AND FACILITIES** Initially this will be a home-based business that will be stationed at 3701 Parkway Avenue, which is two miles from downtown and one mile from Highway 8 and 235 entrance ramps. We see no need to purchase office space since much of our time will be spent meeting with clients on site and traveling to build relationships with venues and vendors. However, we are willing to look into an incubator or office space once we have established ourselves in the industry.

## **3.0 Services**

Emergency Bridal provides services to two target segments, one being venues looking to enhance their clients' experience and to the brides themselves. Emergency Bridal will offer our wedding planning services in a contractual relationship with catering venues to serve their clients. We will work to serve their clients and therefore serve the venue. By satisfying

and further helping their clients, we can help the venue promote its image and increase the overall satisfaction of its clients. The idea that a venue can provide clients with additional wedding planning help on other aspects of its event can be used as a selling device for venues when booking events. By teaming up with venues, we can offer their clients a service and help to ensure the overall success of the events at their venue.

Emergency Bridal will specialize in helping clients complete the aspects of their wedding. We will offer middle-planning stage brides, who are in need of a little extra expertise and organization, help with stationery/invitations, favors, decorations, transportation, music, and photography, but we are not limited to those services. We will take care of the stress of scheduling, vendor agreements, confirmation calls, and guest list finalization and R.S.V.P.s. In addition, if desired, we will have a bill pay option where we will organize expenses, make sure payments are on time, and keep track of the budget and expenditures.<sup>5</sup> We will offer various service packages that cater to the clients' needs and wishes that will vary from day of services to complete wedding orchestration. The goal of our services is to allow brides to enjoy their special day and help them avoid getting bogged down by all of the details and technicalities that go into making their event successful.

**3.1 COMPETITIVE COMPARISON** Emergency Bridal LLC is entering a market that is nationally populated with small businesses that have one to two employees. The local Des Moines market is similar to national norms and of the 11 wedding consultants,<sup>6</sup> most work by themselves. However, there are two bigger names in the Des Moines area: Katie Fisher of The Bridal Group and Jenny Little of Wedding Dreams. Both are synonymous with Des Moines upscale events. Other competitors are smaller, single-person businesses that operate

from suburban Des Moines. Research shows that the Des Moines area wedding consultants follow a traditional format as wedding consultants and mainly concentrate on the entire event from start to finish. What makes Emergency Bridal different from the competition is that we are making our connection with brides at a different stage in the planning process. While our competition is marketing to them right after their engagement, we are zoning in on brides who have already begun the planning process and could use extra help on the more tedious tasks. With that said, the areas in which we would specialize are stationery, favors, decorations, transportation, music, and flowers, which account for only 50 percent of the total average wedding budget.<sup>7</sup> Even though we would follow the traditional pricing structure of charging 10 percent of the total services used, with additional hourly rates, our profits will be significantly less, since they are based on a smaller percentage of the total wedding. Therefore competing with us on a direct level would not be lucrative for existing wedding planners who customarily plan and are compensated for all aspects of weddings. Our strategy is to work with the brides who the traditional wedding planners have missed out on. Even if other wedding planners caught on to our tactics and ideas, we would retain our competitive advantage with venue/vendor contracts, our established working relationships and reputation.

**3.2 TECHNOLOGY** As mentioned in our start-up summary, we are planning on purchasing The Wedding Workshop software (MicroPrecision, \$29.95) in addition to the standard Microsoft Office and QuickBooks. The Wedding workshop software will help us manage guest lists, track expenses, and set up budgets for our clients.

We are also planning on having a Web site designed that will provide general information about our services and contact information. Ideally this Web site will be

used as a tool for advertising and reaching potential clients and can be linked with Des Moines and national wedding reference sites, such as [www.theweddingchannel.com](http://www.theweddingchannel.com) and [www.theknot.com](http://www.theknot.com).

**3.3 PRICING AND PAYMENT** Traditionally a bride books the reception location six to nine months before the wedding date. It is after she books the reception, about six months before the wedding date, that the bride would be contacted by Emergency Bridal. At the first consultation with the bride there will be an information session describing what Emergency Bridal has to offer. If the bride is satisfied and wants to use Emergency Bridal as her event planner, she will sign a contract and pay 20 percent of the package up front. This original deposit will be nonrefundable. Depending on the time frame, the remaining amount will be split in even monthly payments. The bill for our services will be 10 percent of the Emergency Bridal budget if contracted six months or longer before the event and 12 percent if contracted within six months of the wedding date. In addition, for each event there will be an additional \$20 an hour fee.<sup>8</sup> For example, if the package purchased six months before the wedding was \$10,000.00<sup>9</sup> and the bride pays 20 percent or \$2,000.00 up front, the remaining 80 percent or \$8,000.00 will be split up into \$1,600.00 payments due each month for the next five months, and the billable hours will be totaled before each payment is due and added to that payment. The fees paid to Emergency Bridal will be used to pay contracts, sales commission to our contracted venue, and Ms. Evans's salary.

In 2006, after our first year, when Emergency Bridal has grown more stable, an R.S.V.P. package, a Week Of package, and a Day Of package will all be offered to the bride. The R.S.V.P. package includes Emergency Bridal contacting people on the bride's guest list who have not returned their R.S.V.P.

This will be billed on a per call basis plus an additional package fee of \$200. If there are 200 guests or less, the price will be \$0.90 per call, and if the wedding has over 200 guests, the price per call will be \$0.80. The Week Of package, which includes calling vendors and verifying times and locations, will cost the bride \$500.00 for a wedding with 150 guests or less, \$700.00 for a wedding with 150 to 300 guests, and a wedding with more than 300 guests will be given a personalized quote. The Day Of package includes getting people where they need to be, when they need to be there, and will include the services of Ms. Evans and another onsite assistant. This package costs \$600.00 for 10 hours of service, and each additional hour will cost \$70.00.<sup>10</sup> All packages are to be paid in full the day of the wedding. All payments will be in the form of cash, check, or money order.

#### 4.0 Market Analysis Summary

Wedding planning/consulting is one of the more difficult industries to obtain exact estimates and sales projections on. It is classified by the S.I.C. /N.A.I.C.S. codes as 7299/812990 which are miscellaneous personal services not elsewhere classified, which places them in a category with 84,994 other services<sup>11</sup> which employ an estimated 290,937 individuals. This category includes everything varying from physical fitness facilities and dating services to scalp treating services and valet parking establishments. Market analysis by specialty, code 7299-0504, states that there are 2,140 wedding consultant services in the United States, 11 of which are in the Des Moines area.<sup>12</sup>

The search for information is even more difficult because over 90 percent of all consultants are self-employed and typically work from the home<sup>13</sup> and therefore have privately held companies. However, it has been quoted that the wedding market is a \$35–\$38 billion per year industry. Gerard Monaghan of the

Association of Bridal Consultants stated “the entire wedding industry—encompassing everything a bride and groom do six months before the ceremony to six months after—is pushing \$100 billion dollars a year.”<sup>14</sup> Monaghan also noted that the industry itself has only developed in the past 25 years. It is difficult to estimate this young industry’s growth potential and future profit, because the large majority of companies are privately held. However, Gerard Monaghan, president of the Association of Bridal Consultants, and Ann Nola, president of the Association of Certified Professional Wedding Consultants, predict the industry is growing and that the demand is increasing. In her article “Alter-Bound, Wallets Open” Karen Benezra predicts “engagements will be up 14% in the next four years and 30% in the next 15 years.”<sup>15</sup> An article by Raye Robertson also deals with the increase in recent engagements and states that the increase is due to the increased marriage of Generation Xers, 25–34-years-old, who have taken their time to marry, and the trend of Generation Yers, 18–24 years old, to get married at an earlier age than the previous generation.<sup>16</sup> With the Generation Xers getting married later, a majority are busy professionals as confirmed by *Entrepreneur* magazine’s *How to be a Wedding Planner* booklet. It stated that 83 percent of brides and 89 percent of grooms are employed full time. These working individuals are benefiting from the use of wedding planners and therefore contributing to industry growth.

In addition to an increase in engagements, there has been a constant rise in the amount couples spend on their big day. A recent survey by the WeddingChannel.com stated that the average bride and groom are spending \$27,600 on their wedding, and 85 percent of the couples surveyed said they would spend the “same amount of money” if they had the chance to plan their weddings again. With couples spending upwards of \$27,000 on the

big day and increases in engagements by all age groups, the possibility of niche services is increasing.

**4.1 MARKET SEGMENTATION** According to the Annual Statement Studies: 2002–2003 there were 2.327 million marriages in the United States in 2001. Of those, 42,000 were in Iowa, and an estimated 7,560 were Des Moines County Residents.<sup>17</sup> According to 2002 census data, there were 162,883 Des Moines County residents in the age group 22–34. In the “Wedding Statistics” prepared by the Association of Bridal Consultants, the average age of couples ranged from 24 for brides and 26 for grooms. With that being said, in Des Moines County there are a large number of prospective couples, therefore prospective clients. With the large number of engaged couples in the area, this will lead to a large number of receptions, and statistics from the Association of Bridal Consultants show that 98 percent of couples will have a reception. One-third of all brides say that their number one choice for a reception site is a catering hall, the exact type of venue we are looking to contract with. Another 35 percent say that their first choices would be a country club or hotel, also one of our major targets.<sup>18</sup>

**4.2 TARGET MARKET SEGMENT STRATEGY** The target market of Emergency Bridal is different from typical wedding consultants. Our first market is finding and creating relationships with reception venues. We will contract our services to the venues, and they will then offer our services to their clients. Our ideal venue to build a contractual relationship with has at least two rooms and does an average of three weddings a week. After contacting various Des Moines area venues, we discovered that a majority of venues will only offer catering, rentals, and possible references. This shortcoming of venue services allows for a market niche. Emergency Bridal will highlight this inadequacy to venues and show them that our services will pick up where theirs leave off. By contracting our

services to their clients, we can increase the success of their events, reduce the stress of their clients, and help promote their image as a full-service venue. In addition to helping with their image and event success, Emergency Bridal will give venues a commission on our profits of 1.5 percent. Once we have contractual agreements with venues, our next objective is to sell our services to their clients.

What is special about Emergency Bridal is that our major target market is a bride who does not think she needs a wedding planner. Our services are designed to help the bride who wants to do it on her own, but after the struggle to select a date and a venue is ready for some extra help. The list of things to do when planning a wedding is often endless and it often only takes a bride a month of planning before she is frustrated, overwhelmed, and exhausted. As a little girl when you dream of your wedding, you do not think about contracts, stationery, and playing phone tag with vendors. Our bride is someone with a moderately average budget from \$18,000 to \$25,000 who wants an upscale well-run event within her budget and does not have the time to compare vendors and orchestrate all the details of her wedding the way she would like. By teaming up with venues, we will have access to all of their brides who have booked events and we can target brides in the middle planning stage. Once brides have booked their event, we will contact them and offer our services for the coordination of the rest of their event.

**4.3 MARKET NEEDS** Our bride is someone who is just establishing her career or is already established and is too busy to deal with the stresses and time-consuming organization it takes to plan a wedding, but thinks that she can do it on her own. The market needs for our services are rooted in the conflict between time and desired perfection. Our bride is an individual who began the planning process on her own, but after realizing the magnitude of the planning process is willing to ask for professional

help. Our customer seeks our professional services to ensure that all aspects of the wedding meet her expectations and run seamlessly, the way they would have if she had done it on her own. It is our desire to help brides who have already begun the planning process and need help completing their event and would rather spend time enjoying their engagement than being stressed out about the details.

## 5.0 Strategy and Implementation Summary

As noted earlier, the average wedding costs \$27,000 and the U.S. weddings industry amasses \$38 billion to \$42 billion in sales annually.<sup>19</sup> Typically wedding planners can be found and contacted through Web sites and are contacted soon after the engagement, before the planning process begins. A bride without a wedding planner typically plans everything on her own, in addition to her already busy schedule. While the excitement of her engagement may give her the adrenaline she needs to push through the first months of planning, it doesn't take long for her to get stressed out and discouraged. At this point in time there are few wedding planners who are willing to come in and plan an event from the middle of the planning stage.

Emergency Bridal will step in when the bride needs a planner the most, after the frustration sets in. Shortly after booking the venue is typically when the bride will experience major stresses from calling vendors, choosing the best ones, and trying to stay on budget. By being the sole planner contracted to a venue, the services Emergency Bridal offers will be made available to a bride<sup>20</sup> once she has booked her reception location.

From there Emergency Bridal will pick up where the bride left off. From playing phone tag with vendors to confirming R.S.V.P.s, Emergency Bridal can make the special event come off without a hitch, all the while staying on budget. The benefits offered by Emergency Bridal will be unbeatable service,

incredible shopping ease, and quality assurance that everything will be completed as requested. No more will this stressed out bride have to worry about her special day.

Initially the bride may have wanted to stay away from hiring a wedding planner because of the typically high costs, but at Emergency Bridal we provide all the benefits of a wedding planner, while working with vendors to make relationships and provide discounts to pass on to the bride. So that even with the added expense of the wedding planner, her budget can still be maintained.

In addition to venue contracts and relationships, Emergency Bridal will have a Web site. The Web site will provide a list of our services and contact information. This Web site can be used as a tool for advertising and reaching potential clients, and can be linked with Des Moines and national wedding reference sites.

**5.1 COMPETITIVE EDGE** By being the sole planning service to a venue, Emergency Bridal has a contracted relationship along with business and personal networks with vendors. A competitor cannot break this relationship due to the contractual agreement. Our contract with venues will outline our agreement and state that they (the venue) will hire us (Emergency Bridal LLC) as their sole wedding planners and will offer our services to their clients who have booked events. In return we will compensate the venue with 1.5 percent of our profit from each event and offer incentive programs for their sales staff. Under the contract the venue will not be able to hire anyone who provides services similar to ours, contractor or employee. Emergency Bridal will however be permitted to plan events for other venues and for individuals who have contacted them on their own (i.e., through the Web site or word of mouth). The contracts will have time constraints, but we are confident in the reputation, experience, and relationships built by Ms. Evans before the establishment of Emergency Bridal and that the success of Emergency Bridal will sustain our competitive edge.

**5.2 SALES STRATEGY** As noted in the Target Market Segmentation Strategy, Emergency Bridal has two target markets: first the venue and then the client. In order to sell our services to the venues, we will promote the influence Emergency Bridal can have on the overall success of the event and the positive experience of the bride, which will have a positive impact on the venue reputation. We will also give vendors 1.5 percent of all of the profits that we earn from their contacts, which will be documented in our contract.<sup>21</sup> In addition Emergency Bridal will offer incentives to salespeople at the venue for giving our promotional items and references to brides booking with them and larger rewards when a client signs a contract. For example, there would be a points system. For each referral, they would receive one point and for each client who uses our services, they would receive five points. After a specified number of points are accumulated, we would reward them with gift certificates.<sup>22</sup> This system is designed to increase the willingness of the salespeople to sell our services to their customers. Incentives for salespeople would also be a benefit to the company because it would motivate their employees for rewards.

To sell our services to brides, we would promote our professional experience and the fact that using our services would alleviate planning frustrations. In addition to the stress relief benefit, using our services would also ensure that only quality reliable vendors are used and that they get the most for the money that they spend. Our experience and networks would also influence the prices they are charged and ideally our repeat use of vendors would lead to discounts or commissions which would then be passed along to our clients or kept as profit.<sup>23</sup>

Another possibility for Emergency Bridal to explore is referrals from local traditional wedding coordinators. Typically wedding coordinators will not complete wedding plans

that have already begun; especially the time period we are targeting, which is halfway through the planning stage. Therefore, if there is a bride in a panic who needs extra help and contacts another local wedding coordinator who cannot or will not take on her event, they could refer her to Emergency Bridal. Our specialties in wedding completion and Week Of and Day Of services would be ideal for most brides in this situation.

### 6.0 Management Summary

Our owner and president, Rachel Evans, will do all of the wedding consulting and event planning. In addition, she will work with venues and vendors to establish relationships and promote her company. She is originally from Cleveland, Ohio, and has been in Des Moines since 2001. Ms. Evans will be graduating in December of 2004 from Des Moines University with a degree in entrepreneurship. She has worked in various aspects of the wedding industry for several years and has had experience selling bridal gowns and bridesmaid attire at the Jessica McClintock Boutique in Cleveland, inventorying and preparing linens for rental for Cleveland Party Rental, and banquet serving and working as a party manager at Windows On/Off Washington. Currently she has an internship in the sales department at the Norman K. Probstien Golf Course and Catering Center. In addition to her work experience, she has developed her time management skills through the Service Leadership Program, University Ambassadors, and held various leadership positions in Delta Gamma, all while achieving academic honors of Alpha Sigma Nu,

Order of Omega, Beta Gamma Sigma, Golden Key, and Dean's list. Ms. Evans has done extensive research about wedding planning and is currently researching membership in the Association of Bridal Consultants, Association of Certified Professional Wedding Consultants, and International Special Events Society. She is very interested in combining her business skills with her creativity, planning abilities, and love of weddings to make her dreams of owning her own event planning business become a reality.

**6.1 PERSONNEL PLAN** Initially, Emergency Bridal LLC's event planning personnel will include only the owner. Rachel Evans will work full time. In the first three months most of her time will be spent building relationships with venues and organizing contracting agreements. After the business has established these relationships, much of her time will be spent planning weddings, while still continuing to network. She expects to work alone in the beginning, and as noted accept no salary for the first year and then will start receiving a salary of \$10,525 and have a significant pay increase each year after due to increase in sales. She will be paid on a commission basis and receive 4 percent of each wedding's total package price.

With growth she intends to hire two part-time employees to help with R.S.V.P., day of and week of event services. The hire would ideally be a junior or senior in college or a college graduate with a background in marketing or communications and events services. For typical events there would be one part-time worker present, unless otherwise requested by the client, and that worker would be compensated \$18 an hour.

Personnel Plan	2005	2006	2007	2008	2009
Rachel Evans	\$10,525	\$21,144	\$26,343	\$26,879	\$26,958
Part-time employee(s) (20 hrs/week total)		18,720	19,420	19,820	20,740
Total people	1	2	2	2	2
Total payroll		\$39,864	\$45,763	\$46,699	\$47,698

1.0 Financial Plan

7.1 Pro forma Income Statement Year 1

Emergency Bridal, LLC  
Pro forma Income Statement by Month  
for the Year Ended December 31, 2005

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Gross Sales	\$35,550	\$9,850	\$8,100	\$20,450	\$32,300	\$10,600	\$9,850	\$9,850	\$8,100	\$9,850	\$10,600	\$32,300	\$197,400
Cost of Goods Sold	31,284	8,668	7,128	18,405	29,070	9,328	8,668	8,668	7,128	8,668	9,328	29,070	175,413
Vendor Commission (1.5%)	469	130	107	276	436	140	130	130	107	130	140	436	2,631
<b>Gross Margin</b>	<b>3,797</b>	<b>1,052</b>	<b>865</b>	<b>1,769</b>	<b>2,794</b>	<b>1,132</b>	<b>1,052</b>	<b>1,052</b>	<b>865</b>	<b>1,052</b>	<b>1,132</b>	<b>2,794</b>	<b>19,356</b>
<b>Operating Expenses</b>													
Travel	124	34	28	72	113	37	34	34	28	34	37	113	688
Telephone	142	39	32	82	129	42	39	39	32	39	42	129	786
Internet	20	20	20	20	20	20	20	20	20	20	20	20	240
Web Site	250	100	100	100	100	100	100	100	100	100	100	100	1,350
Insurance	10	10	10	10	10	10	10	10	10	10	10	10	120
Legal	1,500	150	150	150	150	150	150	150	150	150	150	150	3,150
Accounting			250	100									350
Licenses	150												150
Office Supply	457	50	50	50	50	50	50	50	50	50	50	50	1,007
Postage	37	37	37	37	37	37	37	37	37	37	37	37	444
Equipment	1,722												1,722
Miscellaneous	210												210
<b>Total Operating Expenses</b>	<b>4,622</b>	<b>440</b>	<b>677</b>	<b>621</b>	<b>609</b>	<b>446</b>	<b>440</b>	<b>440</b>	<b>427</b>	<b>440</b>	<b>446</b>	<b>609</b>	<b>10,217</b>
<b>Selling &amp; Administrative</b>													
Advertising	300	100	100	100	100	100	100	100	100	100	100	100	1,400
Owner's Draw	1,877	520	428	1,104	1,744	560	520	520	428	520	560	1,744	10,525
Payroll Taxes*	260	73	60	153	242	78	73	73	60	73	78	242	1,465
Other													
Interest		58	57	57	56	55	54	53	52	52	51	50	595
<b>Total Expenses</b>	<b>7,059</b>	<b>1,191</b>	<b>1,322</b>	<b>2,035</b>	<b>2,751</b>	<b>1,239</b>	<b>1,187</b>	<b>1,186</b>	<b>1,067</b>	<b>1,185</b>	<b>1,235</b>	<b>2,745</b>	<b>24,202</b>
<b>Total Operating Income</b>	<b>(3,262)</b>	<b>(139)</b>	<b>(457)</b>	<b>(266)</b>	<b>43</b>	<b>(107)</b>	<b>(134)</b>	<b>(134)</b>	<b>(202)</b>	<b>(133)</b>	<b>(103)</b>	<b>49</b>	<b>(4,846)</b>
Other Income	100	146	147	149	148	148	167	179	192	206	216	221	2,021
<b>Net Income (Loss) Before Taxes</b>	<b>(3,162)</b>	<b>7</b>	<b>(310)</b>	<b>(117)</b>	<b>191</b>	<b>41</b>	<b>32</b>	<b>45</b>	<b>(10)</b>	<b>73</b>	<b>113</b>	<b>270</b>	<b>(2,825)</b>
Income Taxes (10%)	(317)	1	(31)	(12)	20	5	4	5	(1)	8	12	27	(279)
<b>Net Income (Loss) After Taxes</b>	<b>(3,479)</b>	<b>6</b>	<b>(341)</b>	<b>(129)</b>	<b>171</b>	<b>36</b>	<b>28</b>	<b>40</b>	<b>(11)</b>	<b>65</b>	<b>101</b>	<b>243</b>	<b>(3,104)</b>

\*6.2% FICA on employee wages to \$90,000      12.4% on self-employment to \$90,000      1.45% medicare on wages      2.9% medicare on net earnings (self-employed)  
6.2% FUTA on wages to \$7,000

## 7.2 Pro forma Income Statement Year 2

**Emergency Bridal, LLC**  
**Pro forma Income Statement by Quarter**  
**for the Year Ended December 31, 2006**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Gross Sales	\$108,702	\$135,455	\$81,909	\$122,052	\$448,118
Cost of Goods Sold	85,236	107,419	63,896	95,841	352,392
Vendor Commission (1.5%)	1,279	1,611	958	1,438	5,286
<b>Gross Margin</b>	<b>23,466</b>	<b>28,036</b>	<b>18,013</b>	<b>26,211</b>	<b>95,726</b>
Operating Expenses					
Travel	380	474	287	427	1,568
Telephone	435	542	328	488	1,792
Internet	60	60	60	60	240
Web Site	300	300	300	300	1,200
Insurance	31	31	31	31	125
Legal	450	450	450	450	1,800
Accounting	250	100			350
Licenses	75	75	75	75	300
Office & Supply	150	150	150	150	600
Postage	111	111	111	111	444
Payroll Expense	2,740	2,880	2,200	2,880	10,700
Miscellaneous					
<b>Total Operating Expenses</b>	<b>4,982</b>	<b>5,173</b>	<b>3,992</b>	<b>4,972</b>	<b>19,119</b>
Selling & Administrative					
Advertising	300	300	300	300	1,200
Owner's Draw	5,114	6,445	3,834	5,751	21,144
Payroll Taxes*	1,014	1,198	780	1,112	4,104
Interest	144	137	129	120	530
Other	215	205	234	299	953
<b>Total Expenses</b>	<b>11,769</b>	<b>13,458</b>	<b>9,269</b>	<b>12,554</b>	<b>47,050</b>
Total Operating Income	11,697	14,578	8,744	13,657	48,676
Other Income	215	205	234	299	953
Net Income (Loss) Before Taxes	11,912	14,783	8,978	13,956	49,629
Income Taxes (10%)	1,192	1,479	898	1,396	4,965
Less Tax Credit previous year	(279)				
<b>Net Income (Loss) After Taxes</b>	<b>10,441</b>	<b>13,304</b>	<b>8,080</b>	<b>12,560</b>	<b>44,385</b>

\*6.2% FICA on employee wages to \$90,000

12.4% on self-employment to \$90,000

1.45% medicare on wages

2.9% medicare on net earnings (self-employed)

6.2% FUTA on wages to \$7,000

## 7.3 Pro forma Income Statement Years 3 through 5

**Emergency Bridal, LLC**  
**Pro forma Income Statement by Year**  
**for the Years Ended December 31, 2007, 2008, 2009**

	2009	2008	2007
Gross Sales	\$697,730	\$684,730	\$674,110
Cost of Goods Sold	539,158	537,583	526,853
Vendor Commission (1.5%)	8,087	8,064	7,903
<b>Gross Margin</b>	<b>150,485</b>	<b>139,083</b>	<b>139,354</b>
Operating Expenses			
Travel	2,442	2,397	2,359
Telephone	2,791	2,739	2,696
Internet	240	240	240
Web Site	1,200	1,200	1,200
Insurance	125	125	125
Legal	1,000	1,000	1,000
Accounting	350	350	350
Licenses	300	300	300
Office & Supply	600	600	600
Postage	456	456	456
Payroll Expense	20,740	19,820	19,420
Miscellaneous			
<b>Total Operating Expenses</b>	<b>30,244</b>	<b>29,227</b>	<b>28,746</b>
Selling & Administrative			
Advertising	1,200	1,200	1,200
Owner's Draw	26,958	26,879	26,343
Payroll Taxes*	6,215	6,078	5,956
Interest	71	178	397
Other			
<b>Total Expenses</b>	<b>64,688</b>	<b>63,562</b>	<b>62,642</b>
Total Operating Income	85,797	75,521	76,712
Other Income	812	535	317
Net Income (Loss) Before Taxes	86,609	76,056	77,029
Income Taxes (15%)	12,992	11,409	11,555
Less Tax Credit previous year			
<b>Net Income (Loss) After Taxes</b>	<b>73,617</b>	<b>64,647</b>	<b>65,474</b>

\*6.2% FICA on employee wages to \$90,000

12.4% on self-employment to \$90,000

1.45% medicare on wages

2.9% medicare on net earnings (self-employed)

6.2% FUTA on wages to \$7,000

**7.4 Pro forma Cash Flows Years 1 through 5**

**Emergency Bridal, LLC**  
**Pro forma Cash Flow by Year**  
**for the Years Ended December 31**

	2009	2008	2007	2006	2005
Net Income	73,617	64,647	65,474	44,385	(3,104)
Less increase in receivables	(1,896)	-0-	(32,504)	(53,106)	(47,208)
Plus increase in payables	55,216	54,048	76,235	73,107	52,279
Cash Flow from Operations	126,937	118,695	109,205	64,386	1,967
Cash Flow from Investing	-0-	-0-	-0-	-0-	-0-
Long Term Borrowing	-0-	-0-	-0-	-0-	10,000
Repayment of Long Term Debt	(2,275)	(2,122)	(1,979)	(1,846)	(1,582)
Cash Flow from Financing	(2,275)	(2,122)	(1,979)	(1,846)	8,418
Beginning Cash Balance	296,725	180,151	72,925	10,385	-0-
Ending Cash Balance	421,386	296,725	180,151	72,925	10,385

**7.5 Pro forma Balance Sheet Years 1 through 5**

**Emergency Bridal, LLC**  
**Pro forma Balance Sheet by Year**  
**As of December 31**

	2009	2008	2007	2006	2005
<b>Current Assets</b>					
Cash	421,386	296,725	180,151	72,925	10,385
Accounts Receivable	134,714	132,818	132,818	100,314	47,208
Long Term Assets*	-0-	-0-	-0-	-0-	-0-
<b>Total Assets</b>	<b>556,100</b>	<b>429,543</b>	<b>312,969</b>	<b>173,239</b>	<b>57,593</b>
<b>Current Liabilities</b>					
Accounts Payable	310,885	255,669	201,621	125,386	52,279
<b>Long Term Liabilities</b>					
Long Term Note	197	2,472	4,593	6,572	8,418
<b>Owner's Equity</b>					
Beginning Retained Earnings	171,402	106,755	41,281	(3,104)	-0-
Plus Net Income	73,617	64,647	65,474	44,385	(3,104)
Less Dividends	-0-	-0-	-0-	-0-	-0-
Ending Retained Earnings	245,019	171,402	106,755	41,281	(3,104)
<b>Liabilities plus Owner's Equity</b>	<b>556,100</b>	<b>429,543</b>	<b>312,969</b>	<b>173,239</b>	<b>57,593</b>

*note: equipment and furniture is expensed in first year*

### 7.6 Sales, Receivables, and Payables Projections

2005	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Weddings	3	1	1	2	3	1	1	1	1	1	1	3	19
Package price	13,100	9,850	8,100	10,600	11,850	10,600	9,850	9,850	8,100	9,850	10,600	11,850	
	11,850			9,850	10,600							10,600	
	10,600				9,850							9,850	
Gross Sales	35,550	9,850	8,100	20,450	32,300	10,600	9,850	9,850	8,100	9,850	10,600	32,300	197,400
Cash Sales	7,110	1,970	1,620	4,090	6,460	2,120	1,970	1,970	1,620	1,970	2,120	6,460	39,480
Credit Sales	28,440	7,880	6,480	16,360	25,840	8,480	7,880	7,880	6,480	7,880	8,480	25,840	157,920
Collections			5,688	5,688	5,688	5,688	1,696	1,696	1,696	1,696	1,696	1,696	
			1,576	1,576	1,576	1,576	1,576	1,576	1,576	1,576	1,576	1,576	
			1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	1,296	
				3,272	3,272	3,272	3,272	3,272	3,272	3,272	1,296	1,296	
					5,168	5,168	5,168	5,168	5,168	5,168	1,576	1,576	
Total Collections	0	0	7,264	8,560	11,832	17,000	13,008	13,008	13,288	11,312	7,720	7,720	110,712
Total Accounts Receivable	28,440	36,320	35,536	43,336	57,344	48,824	43,696	38,568	31,760	28,328	29,088	47,208	47,208
Purchases	31,284	8,668	7,128	18,405	29,070	9,328	8,668	8,668	7,128	8,668	9,328	29,070	175,413
Payments	4,693	4,693	4,693	4,693	4,693	4,693	1,300	1,300	1,300	1,300	1,300	1,300	
		1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	
			1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	1,069	
				2,761	2,761	2,761	2,761	2,761	2,761	2,761	1,300	1,300	
				4,361	4,361	4,361	4,361	4,361	4,361	4,361	1,399	1,399	
					1,399	1,399	1,399	1,399	1,399	1,399	1,399	4,361	
Total Payments	4,693	5,993	7,062	9,823	14,183	15,582	12,190	12,190	12,190	10,730	7,768	10,730	123,134
Total Accounts Payable	26,591	29,266	29,332	37,914	52,801	46,547	43,025	39,503	34,441	32,379	33,939	52,279	52,279

#### Income from RSVP Services

	2006	2007	2008	2009
RSVP	Fee	200	200	200
200 guests	per call	0.90	0.80	0.80
200+ guests	per call	0.80	0.80	0.80
	Qtr1	Qtr2	Qtr3	Qtr4
	4,322	5,375	3,449	4,882
	5,000	5,500	4,400	4,600
	4,230	4,480	2,610	5,570
	Year3	Year4	Year5	
	24,410	25,080	26,560	
	32,000	33,100	35,600	
	30,800	27,800	35,200	

2006	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Weddings	4	2	3	4	4	3	2	2	3	2	3	5	37
Package prices	13,100	11,850	10,600	13,100	11,850	10,600	10,600	11,850	13,100	13,100	11,850	10,600	10,600
	9,850	8,100	13,100	9,850	8,100	13,100	9,850	8,100	9,850	9,850	8,100	13,100	13,100
	10,600		9,850	11,850	10,600	9,850			8,100		11,850	10,600	10,600
	8,100			8,100	13,100							9,850	9,850
												8,100	8,100
Gross Sales	41,650	19,950	33,550	42,900	43,650	33,550	20,450	19,950	31,050	22,950	31,800	52,250	393,700
Cash Sales	8,330	3,990	6,710	8,580	8,730	6,710	4,090	3,990	6,210	4,590	6,360	10,450	78,740
Credit Sales	33,320	15,960	26,840	34,320	34,920	26,840	16,360	15,960	24,840	18,360	25,440	41,800	314,960
Collections	1,696	1,696	1,696	1,696	6,864	6,864	6,864	6,864	6,864	4,968	4,968	4,968	4,968
	5,168	5,168	5,168	5,168	5,168	6,984	6,984	6,984	6,984	6,984	3,672	3,672	3,672
	1,576	6,664	6,664	6,664	6,664	6,664	5,368	5,368	5,368	5,368	5,368	5,088	5,088
	1,296	1,296	3,192	3,192	3,192	3,192	3,192	3,272	3,272	3,272	3,272	3,272	3,272
	1,576	1,576	1,576	5,368	5,368	5,368	5,368	5,368	3,192	3,192	3,192	3,192	3,192
Total Collections	11,312	16,400	18,296	22,088	27,256	29,072	27,776	27,856	25,680	23,784	20,472	20,192	270,184
Total Accounts Receivable	77,546	77,106	85,650	97,882	105,546	103,314	91,898	80,002	79,162	73,738	78,706	100,314	100,314
Purchases	37,485	17,556	30,195	38,610	39,285	29,524	17,996	17,955	27,945	20,196	28,620	47,025	352,392
Payments	5,623	5,623	5,623	5,623	5,623	5,623	2,699	2,699	2,699	2,699	2,699	2,699	2,699
	1,300	2,633	2,633	2,633	2,633	2,633	2,633	2,693	2,693	2,693	2,693	2,693	2,693
	1,069	1,069	4,529	4,529	4,529	4,529	4,529	4,529	4,192	4,192	4,192	4,192	4,192
	1,300	1,300	1,300	5,792	5,792	5,792	5,792	5,792	5,792	3,029	3,029	3,029	3,029
	1,399	1,399	1,399	1,399	5,893	5,893	5,893	5,893	5,893	5,893	4,293	4,293	4,293
	4,361	4,361	4,361	4,361	4,361	4,429	4,429	4,429	4,429	4,429	4,429	7,054	7,054
Total Payments	15,052	16,385	19,845	24,337	28,830	28,898	25,975	26,035	25,697	22,935	21,335	23,961	279,285
Total Accounts Payable	74,712	75,883	86,233	100,506	110,961	111,587	103,608	95,528	97,776	95,037	102,322	125,386	125,386

2007	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Weddings	7	4	3	7	7	3	3	3	4	3	3	7	54
Package Prices	13,100	13,100	11,850	13,100	13,100	13,100	13,100	11,850	11,850	11,850	11,850	13,100	
	11,850	11,850	10,600	11,850	11,850	11,850	10,600	10,600	10,600	10,600	10,600	11,850	
	10,600	10,600	9,850	10,600	10,600	10,600	10,600	9,850	9,850	9,850	9,850	10,600	
	9,850	9,850		9,850	9,850			8,100				9,850	
	8,100			8,100	8,100							8,100	
	11,850			11,850	11,850							11,850	
	9,850			9,850	9,850							9,850	
Gross Sales	75,200	45,400	32,300	75,200	75,200	35,550	35,550	32,300	40,400	32,300	32,300	75,200	586,900
Cash Sales	15,040	9,080	6,460	15,040	15,040	7,110	7,110	6,460	8,080	6,460	6,460	15,040	117,380
Credit Sales	60,160	36,320	25,840	60,160	60,160	28,440	28,440	25,840	32,320	25,840	25,840	60,160	469,520
Collections	4,968	4,968	7,264	7,264	7,264	7,264	7,264	5,688	5,688	5,688	5,688	5,688	
	3,672	3,672	3,672	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	
	5,088	5,088	5,088	5,088	12,032	12,032	12,032	12,032	12,032	12,032	6,464	6,464	
	8,360	8,360	8,360	8,360	8,360	12,032	12,032	12,032	12,032	12,032	5,168	5,168	
	3,192	12,032	12,032	12,032	12,032	12,032	5,688	5,688	5,688	5,688	5,688	5,168	
Total Collections	25,280	34,120	36,416	37,912	44,856	48,528	42,184	40,608	40,608	35,040	28,176	27,656	441,384
Total Accounts Receivable	135,194	102,514	89,738	122,562	115,618	80,226	86,570	85,546	92,026	91,114	97,978	132,818	132,818
Purchases	67,680	40,860	29,070	67,680	67,680	31,284	31,995	29,070	36,360	29,070	28,424	67,680	526,853
Payments	10,152	10,152	10,152	10,152	10,152	10,152	4,799	4,799	4,799	4,799	4,799	4,799	
	2,693	6,129	6,129	6,129	6,129	6,129	6,129	4,361	4,361	4,361	4,361	4,361	
	4,192	4,192	4,361	4,361	4,361	4,361	4,361	4,361	5,454	5,454	5,454	5,454	
	3,029	3,029	3,029	10,152	10,152	10,152	10,152	10,152	10,152	4,361	4,361	4,361	
	4,293	4,293	4,293	4,293	10,152	10,152	10,152	10,152	10,152	10,152	4,264	4,264	
	7,054	7,054	7,054	7,054	7,054	4,693	4,693	4,693	4,693	4,693	4,693	10,152	
Total Payments	31,413	34,849	35,018	42,141	48,000	45,639	40,286	38,518	39,611	33,820	27,932	33,391	450,618
Total Accounts Payable	161,653	167,664	161,716	187,255	206,935	192,580	184,289	174,841	171,590	166,840	167,332	201,621	201,621

2008	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Weddings	7	5	3	7	7	3	3	3	4	3	3	7	55
Package prices	13,100	13,100	11,850	13,100	13,100	13,100	13,100	11,850	11,850	11,850	11,850	13,100	
	11,850	11,850	10,600	11,850	11,850	11,850	11,850	10,600	10,600	10,600	10,600	11,850	
	10,600	10,600	9,850	10,600	10,600	10,600	10,600	9,850	9,850	9,850	9,850	10,600	
	9,850	9,850		9,850	9,850			8100				9,850	
	8,100	11,850		8100	8100							8,100	
	11,850			11,850	11,850							11,850	
	9,850			9,850	9,850							9,850	
Gross sales	75,200	57,250	32,300	75,200	75,200	35,550	35,550	32,300	40,400	32,300	32,300	75,200	598,750
Cash Sales	15,040	11,450	6,460	15,040	15,040	7,110	7,110	6,460	8,080	6,460	6,460	15,040	119,750
Credit Sales	60,160	45,800	25,840	60,160	60,160	28,440	28,440	25,840	32,320	25,840	25,840	60,160	479,000
Collections	12,032	12,032	12,032	12,032	12,032	12,032	12,032	12,032	12,032	12,032	5,168	5,168	
	5,168	12,032	12,032	12,032	12,032	12,032	5,688	5,688	5,688	5,688	5,688	5,168	
	6,464	6,464	9,160	9,160	9,160	9,160	9,160	5,688	5,688	5,688	5,688	5,688	
	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	
	5,168	5,168	5,168	5,168	12,032	12,032	12,032	12,032	12,032	6,464	6,464	6,464	
Total Collections	34,000	40,864	43,560	43,560	50,424	50,424	44,080	40,608	40,608	35,040	28,176	27,656	479,000
Total Accounts Receivable	158,978	163,914	146,194	162,794	172,530	150,546	134,906	120,138	111,850	102,650	100,314	132,818	1,328,818
Purchases	67,680	51,525	28,424	67,680	67,680	31,995	31,995	28,424	36,360	29,070	29,070	67,680	537,583
Payments	10,152	10,152	10,152	10,152	10,152	10,152	4,799	4,799	4,799	4,799	4,799	4,799	
	4,361	7,729	7,729	7,729	7,729	7,729	7,729	4,264	4,264	4,264	4,264	4,264	
	5,454	5,454	4,264	4,264	4,264	4,264	4,264	4,264	5,454	5,454	5,454	5,454	
	4,361	4,361	4,361	10,152	10,152	10,152	10,152	10,152	10,152	4,361	4,361	4,361	
	4,264	4,264	4,264	4,264	10,152	10,152	10,152	10,152	10,152	10,152	4,361	4,361	
	10,152	10,152	10,152	10,152	10,152	4,799	4,799	4,799	4,799	4,799	4,799	10,152	
Total Payments	38,743	42,111	40,920	46,712	52,600	47,248	41,895	38,430	39,620	33,829	28,037	33,390	483,535
Total Accounts Payable	230,558	239,972	227,476	248,444	263,524	248,271	238,371	228,365	225,105	220,346	221,379	255,669	2,556,669

2009	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Weddings	7	5	3	7	7	3	3	3	4	3	3	7	55
Package Prices	13,100	13,100	11,850	13,100	13,100	13,100	13,100	11,850	11,850	11,850	11,850	13,100	
	11,850	11,850	10,600	11,850	11,850	1,850	11,850	10,600	10,600	10,600	10,600	11,850	
	10,600	10,600	9,850	10,600	10,600	10,600	10,600	9,850	9,850	9,850	9,850	10,600	
	9,850	9,850	9,850	9,850	9,850		11,850	8,100				9,850	
	8,100	11,850		8,100	7,850							8,100	
	11,850			11,850	11,850							11,850	
	9,850			9,850	9,850							9,850	
Gross Sales	75,200	57,250	32,300	75,200	74,950	25,550	35,550	44,150	40,400	32,300	32,300	75,200	600,350
Cash Sales	15,040	11,450	6,460	15,040	14,990	5,110	7,110	8,830	8,080	6,460	6,460	15,040	120,070
Credit Sales	60,160	45,800	25,840	60,160	59,960	20,440	28,440	35,320	32,320	25,840	25,840	60,160	480,280
Collections	5,168	5,168	5,168	5,168	5,168	5,168	5,168	5,168	7,064	7,064	7,064	7,064	
	5,168	5,168	5,168	5,168	12,032	12,032	12,032	12,032	12,032	6,464	6,464	6,464	
	12,032	12,032	12,032	12,032	12,032	11,992	11,992	11,992	11,992	11,992	5,168	5,168	
	5,168	12,032	12,032	12,032	12,032	4,088	4,088	4,088	4,088	4,088	4,088	5,168	
	6,464	6,464	9,160	9,160	9,160	9,160	5,688	5,688	5,688	5,688	5,688	5,688	
Total Collections	34,000	40,864	43,560	43,560	50,424	50,384	42,440	38,968	40,864	35,296	28,472	29,552	478,384
Total Accounts Receivable	158,978	163,914	146,194	162,794	172,330	142,386	128,386	124,738	116,194	106,738	104,106	134,714	134,714
Purchases	67,680	51,525	29,070	67,680	67,455	22,484	31,995	39,735	36,360	29,070	28,424	67,680	539,158
Payments	10,152	10,152	10,152	10,152	10,152	10,152	4,799	4,799	4,799	4,799	4,799	4,799	
	4,264	7,729	7,729	7,729	7,729	7,729	7,729	5,960	5,960	5,960	5,960	5,960	
	5,454	5,454	4,361	4,361	4,361	4,361	4,361	4,361	5,454	5,454	5,454	5,454	
	4,361	4,361	4,361	10,152	10,152	10,152	10,152	10,152	10,152	4,361	4,361	4,361	
	4,361	4,361	4,361	4,361	10,118	10,118	10,118	10,118	10,118	10,118	4,264	4,264	
Total Payments	38,744	42,209	41,116	46,907	52,664	45,885	40,532	38,763	39,856	34,065	28,211	34,990	483,942
Total Accounts Payable	284,605	293,921	281,875	302,648	317,439	294,038	285,501	286,473	282,977	277,982	278,195	310,885	310,885

**8.0 Appendix****8-A START-UP SUMMARY TABLE**

<b>START-UP SUMMARY</b>	
<b><u>Office Equipment</u></b>	
Computer	\$1,172.00
Software	
Quick Books	\$200.00
Wedding Software	\$30.00
Zip Drive	\$150.00
Phone	\$70.00
Subtotal	\$1,622.00
<b><u>Office Furniture</u></b>	
File Cabinet	\$100.00
Subtotal	\$100.00
<b><u>Office Supplies</u></b>	
Stationery	\$200.00
Misc. Supplies	\$50.00
Copy Paper	\$25.00
Ink Cartridge	\$50.00
Zip Disks	\$25.00
3.5 Floppy	\$7.00
Binders	\$100.00
Subtotal	\$457.00
Total	\$2,179.00
<b><u>Start-Up Expenses</u></b>	
Equip., Supp., Furn.	\$2,179.00
Business License	\$150.00
Phone Line Install (2)	\$92.00
Voice Mail	\$11.00
Promotion	\$250.00
Legal	\$1,500.00
Insurance	\$10.00
Online Service	\$20.00
Subtotal	\$4,212.00
Misc. Expenses (5%)	\$210.00
<b>Total Start-Up Expense</b>	<b>\$4,422.00</b>
<b><u>Funding</u></b>	
Bank Loan	\$10,000.00
Investment Needed	\$4,422.00
<b>Total Reserve</b>	<b>\$5,578.00</b>

## 8-B SAMPLE AVERAGE WEDDING BUDGET

ITEM		\$ Amount	% of Total
Apparel	Bridal Gown	800	
	Headpiece, Veil	175	
	Alterations, Accessories	315	
	Groom's Tux Rental	100	
	<b>Apparel Sub-Total</b>	<b>1390</b>	<b>7%</b>
Rings	Engagement Ring	3000	
	Wedding Rings	1000	
	<b>Rings Subtotal</b>	<b>4000</b>	<b>20%</b>
Music	Ceremony Music	150	
	DJ at Reception	400	
	<b>Music Subtotal</b>	<b>650</b>	<b>3%</b>
Miscellaneous	Marriage License	30	
	Attendants Gifts	320	
	Other Stuff	450	
	<b>Misc. Subtotal</b>	<b>800</b>	<b>4%</b>
Ceremony Site and Officiate		200	1%
Flowers		900	5%
Cake		525	3%
Reception/Catering		8,400	42%
Photography		1,500	8%
Videography		1,000	5%
Invitations		390	2%
Limo/Transportation		190	1%
<b>TOTAL</b>		<b>\$19,945</b>	<b>100%</b>

### Postscript

Rachel answered the judges' questions on assumptions without missing a beat. In the process of researching for her plan, her grasp of the industry and potential was noted by one of the planners she interviewed. Rachel ended up taking a job with one of the premier

wedding planners in her home town. The plan is still there and ready should she need it, and if she does, her own experience and contacts in the industry and community will strengthen her situation.