

OSHKOSH HARDWARE
Oshkosh, Wisconsin

Business proposal by
James Smith

SAMPLE PLAN

EXECUTIVE SUMMARY

Oshkosh Hardware is a new corporation which is going to establish a retail hardware store in a strip mall in Oshkosh, WI. The store will sell hardware of all kinds, quality tools, paint and housewares. The business will make revenue and a profit by servicing its customers not only with needed hardware but also with expert advice in the use of any product it sells.

Oshkosh Hardware will be operated by its sole shareholder, James Smith. The company will have a total of four employees. It will sell its products in the local market. The company believes it can capture 25% of the local market. Customers will buy our products because we will provide free advice on the use of all of our products and will also furnish a full refund warranty.

Oshkosh Hardware will sell its products in the Oshkosh store staffed by three sales representatives. No additional employees will be needed to achieve its short and long range goals. The primary short range goal is to open the store by October 1, 1994. In order to achieve this goal a lease must be signed by July 1, 1994 and the complete inventory ordered by August 1, 1994.

Mr. James Smith will invest \$30,000 in the business. In addition the company will have to borrow \$150,000 during the first year to cover the investment in inventory, accounts receivable and furniture and equipment. The company will be profitable after six months of operation and should be able to start repayment of the loan in the second year.

THE BUSINESS

The business will sell hardware of all kinds, quality tools, paint and housewares. We will purchase our products from three large wholesale buying groups.

In general our customers are homeowners who do their own repair and maintenance, hobbyists and housewives. Our business is unique in that we will have a complete line of all hardware items and will be able to get special orders by overnight delivery. The business makes revenue and profits by servicing our customers not only with needed hardware but also with expert advice in the use of any product we sell. Our major costs for bringing our products to market are cost of merchandise of 36%, salaries of \$45,000 and occupancy costs of \$60,000.

Oshkosh Hardware's retail outlet will be located at 1524 Frontage Road, which is in a newly developed retail center of Oshkosh. Our location helps facilitate accessibility from all parts of town and reduces our delivery costs. The store will occupy 7500 square feet of space. The major equipment involved in our business is counters and shelving, computer, paint mixing machine and a truck.

Oshkosh Hardware will be operated as a shareholder owned company and will have 4 employees. Our employees will require training in home repair problems and hands on use of power tools.

THE MARKET

Oshkosh Hardware will operate in the local market. There are 15,000 potential customers in this market area. We have three competitors who control approximately 98% of the market at present. We feel we can capture 25% of the market within the next four years. Our major reason for believing this is that our staff is technically competent to advise our customers in the correct use of all products we sell.

After a careful market analysis we have determined that approximately 60% of our customers are men and 40% are women. The percentage of customers that fall into the following age categories are:

Under 16	-	0%
17-21	-	5%
22-30	-	30%
31-40	-	30%
41-50	-	20%
51-60	-	10%
61-70	-	5%
Over 70	-	0%

The reasons our customers prefer our products is our complete knowledge of their use and our full refund warranty.

We get our information about what products our customers want by talking to existing customers. There seems to be an increasing demand for our product. The demand for our product is increasing in size based on the change in population characteristics.

SALES

At Oshkosh Hardware we will employ 3 sales people and will not need any additional personnel to achieve our sales goals. These salespeople will need several years experience in home repair and power tool usage. We expect to attract 30% of our customers from newspaper ads, 5% of our customers from local directories, 5% of our customers from the yellow pages, 10% of our customers from family and friends and 50% of our customers

from current customers. The most cost effective source will be current customers. In general our industry is growing.

MANAGEMENT

We would evaluate the quality of our management staff as being excellent. Our manager is experienced and very motivated to achieve the various sales and quality assurance objectives we have set. We will use a management information system which produces key inventory, quality assurance and sales data on a weekly basis. All data is compared to previously established goals for that week and deviations are the primary focus of the management staff.

The organization chart and job descriptions for all key employees are located in appendix A of this document.

GOALS IMPLEMENTATION

The short term goals of our business are:

1. Open the store by October 1, 1994
2. Reach our break-even point in two months
3. Have sales of \$100,000 in the first six months

In order to achieve our first short term goal we must:

1. Sign the lease by July 1, 1994
2. Order a complete inventory by August 1, 1994

In order to achieve our second short term goal we must:

1. Advertise extensively in Sept. and Oct.
2. Keep expenses to a minimum

In order to achieve our third short term goal we must:

1. Promote power tool sales for the Xmas season
2. Keep good customer traffic in Jan. and Feb.

The long term goals for our business are:

1. Obtain sales volume of \$600,000 in three years
2. Become the largest hardware dealer in the city
3. Open a second store in Fond du Lac

The most important thing we must do in order to achieve the long term goals for our business is to develop a highly profitable business with excellent cash flow.

FINANCE

Oshkosh Hardware faces some potential threats or risks to our business. They are discount house competition. We believe we can avoid or compensate for this by providing quality products complimented by quality advice on the use of every product we sell. The financial projections we have prepared are located in appendix A of this document.

Appendix A

OSHKOSH HARDWARE

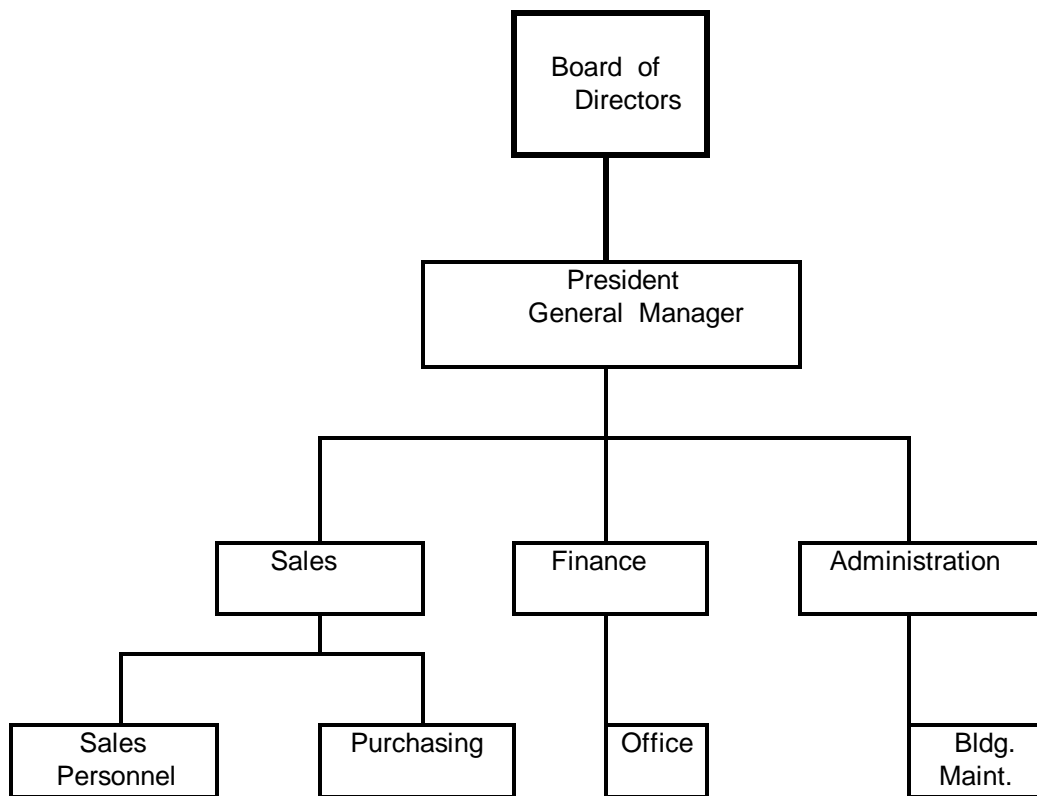
Job Description – General Manager

The General Manager of the business of the corporation will be the president of the corporation. He will be responsible for the complete operation of the retail hardware store which is owned by the corporation. A detailed description of his duties and responsibilities is as follows:

1. **SALES** – Train and supervise the three sales people. Develop programs to Motivate and compensate these employees. Coordinate advertising and sales promotion efforts to achieve sales totals as outlined in the budget. Oversee purchasing function and inventory control procedures to insure adequate merchandise at all times at a reasonable cost.
2. **FINANCE** – Prepare monthly and annual budgets. Secure an adequate line of credit from local banks. Supervise office personnel to insure timely preparation of records, statements, all government reports, control receivables and payables and monthly financial statements.
3. **ADMINISTRATION** – Perform duties as required in the areas of personnel, building leasing and maintenance, licenses, permits and public relations.

OSHKOSH HARDWARE

ORGANIZATION CHART



OSHKOSH HARDWARE

QUARTERLY FORECASTED BALANCE SHEETS

9/30/95

EXHIBIT A

	BEG BAL	1st QTR	2nd QTR	3rd QTR	4th QTR	ASSUMPTIONS
ASSETS						
Cash	30,000	418	(463)	(3,574)	4,781	
Accounts Receivable	0	20,000	13,333	33,333	33,333	30 DAYS OF SALES
Inventory	0	48,000	32,000	80,000	80,000	200 DAYS OF C OF S
Other Current Assets	0	0	0	0	0	ACTUAL
Total Current Assets	30,000	68,418	44,870	109,759	118,114	
Land	0	0	0	0	0	
Building & Improvements	0	0	0	0	0	
Furniture & Equipment	0	75,000	75,000	75,000	75,000	
Total Fixed Assets	0	75,000	75,000	75,000	75,000	
Less Accum. Depreciation	0	1,875	3,750	5,625	7,500	
Net Fixed Assets	0	73,125	71,250	69,375	67,500	
Intangible Assets	0	0	0	0	0	
Less Amortization	0	0	0	0	0	
Net Intangible Assets	0	0	0	0	0	
Other Assets	0	0	0	0	0	ACTUAL
Total Assets	30,000	141,543	116,120	179,134	185,614	
LIABILITIES AND SHAREHOLDERS' EQUITY						
Short-Term Debt	0	0	0	0	0	0.00% OF ACCT REC
Accounts Payable	0	12,721	10,543	17,077	17,077	20 DAYS OF EXP - P/R
						20 DAYS OF C OF SALES
Income Taxes Payable	0	0	0	0	0	
Accrued Compensation	0	1,867	1,867	1,867	1,867	14 DAYS UNPAID
Other Current Liabilities	0	0	0	0	0	ACTUAL
Total Current Liabilities	0	14,588	12,410	18,944	18,944	
Long-Term Debt	0	110,000	110,000	160,000	160,000	ACTUAL
Other Non-Current Liab.	0	0	0	0	0	ACTUAL
Total Liabilities	0	124,588	122,410	178,944	178,944	
Common Stock	30,000	30,000	30,000	30,000	30,000	
Retained Earnings	0	(13,045)	(36,290)	(29,810)	(23,330)	
Shareholders' Equity	30,000	16,955	(6,290)	190	6,670	
Total Liabilities & Shareholders' Equity	30,000	141,543	116,120	179,134	185,614	

OSHKOSH HARDWARE

QUARTERLY FORECASTED STATEMENTS OF EARNINGS AND RETAINED EARNINGS

EXHIBIT B

FOR THE PERIOD ENDED 9/30/95

	BEG	1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL	ASSUMPTIONS
	ACTUAL						
Total Sales	0	60,000	40,000	100,000	100,000	300,000	SEE SCHEDULE 2
Cost of Goods/Services	0	21,600	14,400	36,000	36,000	108,000	SEE SCHEDULE 2
Gross Profit	0	38,400	25,600	64,000	64,000	192,000	
Operating Expenses	0	47,645	45,045	52,845	52,845	198,380	SEE SCHEDULE 2
Fixed Expenses							
Interest	0	1,925	1,925	2,800	2,800	9,450	7.00% SHORT TERM DEBT 7.00% LONG TERM D.
Depreciation	0	1,875	1,875	1,875	1,875	7,500	10.00% FURN & EQUIP ADDITIONS 0.00% BUILDING ADDITIONS
Amortization	0	0	0	0	0	0	0.00% INTANGIBLE ADDITIONS
Total Fixed Expenses	0	3,800	3,800	4,675	4,675	16,950	
Operating Profit (Loss)	0	(13,045)	(23,245)	6,480	6,480	(23,330)	
Other Income	0	0	0	0	0	0	ACTUAL
Interest Income	0	0	0	0	0	0	0.00% APR
Earnings (Loss) Before Taxes	0	(13,045)	(23,245)	6,480	6,480	(23,330)	
Income Taxes	0	0	0	0	0	0	
Net Earnings (Loss)	0	(13,045)	(23,245)	6,480	6,480	(23,330)	
Retained Earnings, Beginning	0	0	(13,045)	(36,290)	(29,810)	0	
Less Dividends	0	0	0	0	0	0	
Retained Earnings, Ending	0	(13,045)	(36,290)	(29,810)	(23,330)	(23,330)	

OSHKOSH HARDWARE

QUARTERLY FORECASTED STATEMENTS OF CHANGES IN FINANCIAL POSITION

EXHIBIT C

- CASH BASIS

	BEG BAL	1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL
SOURCES (USES) OF CASH						
Net Earnings (Loss)	0	(13,045)	(23,245)	6,480	6,480	(23,330)
Depreciation & Amortization	0	1,875	1,875	1,875	1,875	7,500
Cash Provided By Operations	0	(11,170)	(21,370)	8,355	8,355	(15,830)
Dividends	0	0	0	0	0	0
Cash Provided By						
(Used For) Changes In						
Accounts Receivable	0	(20,000)	6,667	(20,000)	0	(33,333)
Inventory	0	(48,000)	16,000	(48,000)	0	(80,000)
Other Current Assets	0	0	0	0	0	0
Accounts Payable	0	12,721	(2,178)	6,534	0	17,077
Income Taxes	0	0	0	0	0	0
Accrued Compensation	0	1,867	0	0	0	1,867
Other Current Liabilities	0	0	0	0	0	0
Other Assets	0	0	0	0	0	0
Net Cash Provided By (Used						
For) Operating Activities	0	(53,412)	20,489	(61,466)	0	(94,389)
Investment Transactions						
Furniture & Equipment	0	(75,000)	0	0	0	(75,000)
Land	0	0	0	0	0	0
Building & Improvements	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Net Cash From Investment						
Transactions	0	(75,000)	0	0	0	(75,000)
Financing Transactions						
Short-Term Debt	0	0	0	0	0	0
Long-Term Debt	0	110,000	0	50,000	0	160,000
Other Non-Current Liab.	0	0	0	0	0	0
Sale Of Common Stock	30,000	0	0	0	0	0
Net Cash From						
Financing Transactions	30,000	110,000	0	50,000	0	160,000
Net Increase (Decrease)						
In Cash	30,000	(29,582)	(881)	(3,111)	8,355	(25,219)
Cash-Beginning Of Period	0	30,000	418	(463)	(3,574)	30,000
Cash-End Of Period	30,000	418	(463)	(3,574)	4,781	4,781

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FINANCIAL RATIO ANALYSIS

BEG
ACTUAL 1st QTR 2nd QTR 3rd QTR 4th QTR

SCHEDULE 1

Overall Performance

Return on Equity	0.00	(76.94)	369.55	3,410.53	97.15
Return on Total Assets	0.00	(9.22)	(20.02)	3.62	3.49
Operating Return	0.00	(9.22)	(20.02)	3.62	3.49

Profitability Measures

Gross Profit Percent	0.00	64.00	64.00	64.00	64.00
Profit Margin (AIT)	0.00	(21.74)	(58.11)	6.48	6.48
Operating InCOME Per Share	0.00	0.00	0.00	0.00	0.00
Earnings Per Share	0.00	0.00	0.00	0.00	0.00

Test of Investment Utilization

Asset Turnover	0.00	0.42	0.34	0.56	0.54
Equity Turnover	0.00	3.54	(6.36)	526.32	14.99
Fixed Asset Turnover	0.00	0.82	0.56	1.44	1.48
Average Collection Period	0.00	30.00	30.00	30.00	30.00
Days Inventory	0.00	200.00	200.00	200.00	200.00
Inventory Turnover	0.00	0.45	0.45	0.45	0.45
Working Capital Turns	0.00	1.11	1.23	1.10	1.01

Test of Financial Condition

Current Ratio	0.00	4.69	3.62	5.79	6.23
Quick Ratio	0.00	1.40	1.04	1.57	2.01
Working Capital Ratio	1.00	0.42	0.31	0.57	0.60
Dividend Payout	0.00	0.00	0.00	0.00	0.00

Financial Leverage

Total Assets/Equity	1.00	8.35	(18.46)	942.81	27.83
Debt/Equity	0.00	7.35	(19.46)	941.81	26.83
Debt to Total Assets	0.00	0.88	1.05	1.00	0.96

Year-End Equity History

Shares Outstanding	0	0	0	0	0
Market Price Per Share (@ 20x's earnings)	0.00	0.00	0.00	0.00	0.00
Book Value Per Share	0.00	0.00	0.00	0.00	0.00

Altman Analysis Ratio

1.2x (1)	1.20	0.46	0.34	0.61	0.64
1.4x (2)	0.00	(0.13)	(0.44)	(0.23)	(0.18)
3.3x (3)	0.00	(0.35)	(0.72)	0.07	0.07
0.6x (4)	0.00	0.00	0.00	0.00	0.00
1.0x (5)	0.00	0.42	0.34	0.56	0.54
Z Value	1.20	0.40	(0.47)	1.00	1.07

OSHKOSH HARDWARE

DETAILS FOR QUARTERLY STMT

SCHEDULE 2

FOR THE PERIOD ENDED 9/30/95

	ASSUMPTIONS							
	BEG							
	ACTUAL	1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL	% SALES FIXED	
SALES								
Dollar Sales Forecasted								
Product 1	0	60,000	40,000	100,000	100,000	300,000		
Product 2	0	0	0	0	0	0		
Product 3	0	0	0	0	0	0		
Product 4	0	0	0	0	0	0		
Product 5	0	0	0	0	0	0		
Product 6	0	0	0	0	0	0		
TOTAL SALES	0	60,000	40,000	100,000	100,000	300,000		
COST OF SALES								
Dollar Cost Forecasted								
Product 1	0	21,600	14,400	36,000	36,000	108,000	36.00%	0
Product 2	0	0	0	0	0	0	0.00%	0
Product 3	0	0	0	0	0	0	0.00%	0
Product 4	0	0	0	0	0	0	0.00%	0
Product 5	0	0	0	0	0	0	0.00%	0
Product 6	0	0	0	0	0	0	0.00%	0
TOTAL COST OF SALES	0	21,600	14,400	36,000	36,000	108,000		

OSHKOSH HARDWARE

DETAILS FOR QUARTERLY STATEMENTS OF EARNINGS-CONTINUED
FOR THE PERIOD ENDED 9/30/95

SCHEDULE 2 CONTINUED
ASSUMPTIONS

	BEG	1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL	% SALES	FIXED
OPERATING EXPENSES	ACTUAL							
Payroll	0	12,000	12,000	12,000	12,000	48,000	0.00%	12,000
Payroll Taxes	0	950	950	950	950	3,800	0.00%	950
Advertising	0	4,800	3,200	8,000	8,000	24,000	8.00%	0
Automobile Expenses	0	0	0	0	0	0	0.00%	0
Bad Debts	0	0	0	0	0	0	0.00%	0
Commissions	0	3,000	2,000	5,000	5,000	15,000	5.00%	0
Computer Rental	0	1,200	1,200	1,200	1,200	4,800	0.00%	1,200
Computer Supplies	0	220	220	220	220	880	0.00%	220
Computer Maintenance	0	100	100	100	100	400	0.00%	100
Dealer Training	0	1,000	1,000	1,000	1,000	4,000	0.00%	1,000
Electricity	0	3,000	3,000	3,000	3,000	12,000	0.00%	3,000
Employment Ads & Fees	0	0	0	0	0	0	0.00%	0
Entertainment-Business	0	1,500	1,500	1,500	1,500	6,000	0.00%	1,500
General Insurance	0	800	800	800	800	3,200	0.00%	800
Health & W/C Insurance	0	0	0	0	0	0	0.00%	0
Interest-LT Debt	0	2,500	2,500	2,500	2,500	10,000	0.00%	2,500
Legal & Accounting	0	1,500	1,500	1,500	1,500	6,000	0.00%	1,500
Maintenance & Repairs	0	460	460	460	460	1,840	0.00%	460
Office Supplies	0	270	270	270	270	1,080	0.00%	270
Postage	0	85	85	85	85	340	0.00%	85
Prof. Development	0	0	0	0	0	0	0.00%	0
Professional Fees	0	1,000	1,000	1,000	1,000	4,000	0.00%	1,000
Rent	0	8,000	8,000	8,000	8,000	32,000	0.00%	8,000
Shows & Conferences	0	0	0	0	0	0	0.00%	0
Subscriptions & Dues	0	285	285	285	285	1,140	0.00%	285
Telephone	0	1,225	1,225	1,225	1,225	4,900	0.00%	1,225
Temporary Employees	0	0	0	0	0	0	0.00%	0
Travel Expenses	0	750	750	750	750	3,000	0.00%	750
Utilities	0	3,000	3,000	3,000	3,000	12,000	0.00%	3,000
Research & Development	0	0	0	0	0	0	0.00%	0
Royalties	0	0	0	0	0	0	0.00%	0
TOTAL OPERATING EXPENSES	0	47,645	45,045	52,845	52,845	198,380		
PERCENT OF SALES	0.00	79.41	112.61	52.85	52.85	66.13		