

(BUSINESS NAME)

BUSINESS PLAN

(Business name) Business Plan

CONTENTS

The Business

- Business Premises
- Organisation Chart
- Operations and Management
- Key Personnel
- Animal Inventory
- Insurances
- Risk Management
- Legal considerations
- Operations
- Sustainability Plan

The Market

- Market research
- 3-Year Sales Target
- Your customers
- S.W.O.T analysis
- Your competitors
- Advertising, promotion and sales

The Future

- Goals/objectives and Action Plan

Business Viability

Records Management

The Finances

Supporting Documentation

Table 1: Specified Dog Details

Introduction

This Business Plan helps form the foundation of your Commercial Dog Breeder registration. Whilst there is some detail required in the Plan, it should be viewed through the lens of ***your duty of care towards animal welfare***. This is critical to your application for registration.

The Commercial Dog Breeder application requires the Business Plan to be for three years, so future planning should cover the next three years and be broken-down year by year.

The Commercial Dog Breeder Application Form and Guidance Notes stipulate the mandatory legislated components in the *Domestic Animals Act 1994* and the Domestic Animals Regulations 2015. This Business Plan template will fulfil the legislative business plan requirements. The Business Plan will promote viability and growth for the business, as well as meeting animal welfare compliance against the Code of Practice for the Operation of Breeding and Rearing Businesses 2014 (revised 2018).

Once you have completed this Business Plan, you can delete this Introduction.

Business Plan Summary

[Please complete this Business Plan Summary last – i.e. come back to this after you have completed the rest of your Business Plan]

[Your business plan summary should be no longer than 1/2 page and should focus on why your business is going to be successful and how you will prioritise animal welfare as a primary concern. Your Summary below should briefly point out your more detailed answers provided throughout the body of this plan. You may wish to summarise planned success year by year for the next three years.]

Business Details

Business name: *[Enter your business name as registered. If you have not registered your business name, add your proposed business name.]*

Business structure: *[Are you a sole trader, partnership, trust or company?]*

Business owner(s): *[List all of the business owners.]*

Relevant owner experience: *[For each owner, briefly outline your experience in breeding, years in the industry and any relevant achievements/awards.]*

ABN: *[Registered Australian business number.]*

ACN: *[Registered Australian company number, if applicable.]*

GST: *[Are you registered for Goods and Services Tax? Date registered?]*

Domain names: *[Registered internet domain names.]*

Business location: *[Main business location]*

Date established: *[The date you started trading.]*

Breed Details: *[What are the breed/s of dogs that are being kept and proposed to be kept? Why have you selected it/them?]*

The Market

Target market: *[Who are you selling to? Why would they buy your animals over other breeders?]*

Marketing strategy overview: *[How do you plan to attract customers? Why will this strategy work?]*

The Future

Vision statement: *[The vision statement declares what your business will achieve. It should state clearly to your customers and the market what your business stands for.]*

Goals/objectives: *[What are your short- & long-term goals? You may wish to break down into each year for the next three years. What activities will you do to achieve them?]*

Short term –

Long term –

Your Finances - Summary

[Do you have an accountant? Please explain why/why not. Do you have enough money to viably sustain your business and look after your animals' welfare? Will you need more funds? If you do, where will those funds come from?]

This is a high-level summary of your finances. Further financial detail can be provided later in the Business Plan, though this is not mandatory.]

The Business

Licences & permits: *[List all the relevant licences or permits you have registered for your business, including the breeding domestic animal business registration and planning permits.]*

Business premises

Business location: *[Please include a photo or diagram of the property supporting your breeding business. Describe the location and space occupied/required. What is the size of the space you occupy/require?]*

Buy/lease: *[If you have purchased a business premises or are currently leasing, briefly outline your arrangements.]*

Organisation chart *[Outline your business structure in an organisation chart. The Guidance Notes has an example of an organisation chart.]*

Operations and management

Details of management: *[As the owner(s), will you be running the business or will another person be running the business on your behalf? What will be your involvement? If it is a partnership briefly outline % share, role in the business, the strengths of each partner and whether you have a partnership agreement/contract in place?]*

Experience: *[What relevant experience do these people have? How many years have you owned or run a business? List any previous businesses owned/managed. List any major achievements/awards. What other relevant experience do you have? Don't forget to attach your resume(s) to the back of your plan.]*

Key personnel

Current staff [List your current staff in the table below.]

| Job Title | Name | Skills or strengths |
|------------------------------------|---------------------|---|
| [e.g. Marketing/ Sales Manager] | [Mr Chris Brantley] | [Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.] |
| [e.g. Marketing/ Sales Manager] | [Mr Chris Brantley] | [Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.] |
| [e.g. Marketing/ Sales Manager] | [Mr Chris Brantley] | [Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.] |
| [e.g. Marketing/ Sales Manager] | [Mr Chris Brantley] | [Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence.] |

Required staff [List any required/new staff in the table below. This should cover the next 3 years as a minimum.]

| Job Title | Quantity | Skills necessary | Date required |
|--------------------------|----------|--|------------------|
| [e.g. Office Manager] | [1] | [Relevant qualifications in Office Management. At least 2 years experience.] | [Month/ Year] |
| [e.g. Office Manager] | [1] | [Relevant qualifications in Office Management. At least 2 years experience.] | [Month/ Year] |
| [e.g. Office Manager] | [1] | [Relevant qualifications in Office Management. At least 2 years experience.] | [Month/ Year] |
| [e.g. Office Manager] | [1] | [Relevant qualifications in Office Management. At least 2 years experience.] | [Month/ Year] |

Training programs [You are to provide your education and training policy for business staff and volunteers. You can list education and training provided to all staff and volunteers, including an outline of when, where and how education and training will be provided. Are there any training programs you will be organising in the event you cannot find the required skills? Are these in-house or external providers? What training will you as the business owner/manager undertake to keep your skills current?]

Skill retention strategies [What training will you provide to ensure the skills of staff are maintained? Do you have an appropriate allocation of responsibilities? How are responsibilities documented and communicated to staff? What internal processes will you implement to regularly check that the current skills of staff members are still appropriate for the business?]

Animal Inventory [You are required to itemise how many animals you have and their litter details in Table 1 at the end of this Business Plan. Retirement dates and proposed acquisitions are required and totals at any one time must not exceed 50 fertile female dogs. This links to Growth Potential below.]

Growth potential: [What is the anticipated percentage growth of the product in the future? In 12, 24 and 36 months? What will drive this growth? List any proposed dog acquisitions and show how at any time the maximum fertile female dogs will not exceed 50 in line with the specified planned retirements of dogs. These figures can be added to Table 1.]

Anticipated demand: [What is the anticipated quantity of puppies your customers are likely to demand? In 12, 24 and 36 months?]

Pricing strategy: [Do you have a particular pricing strategy? Why have you chosen this strategy?]

Value to customer: [How do your customers view your products/services? Are they a necessity, luxury or something in between?]

Insurances

Workers compensation: *[Provide details if you have workers compensation insurance? This is mandatory if you have employees.]*

Public liability insurance: *[Provide details and attach certificate of your current \$10 million public liability insurance. Your application cannot be processed if this is not current. This covers any third-party death or injury.]*

Any other insurance: *[Product Liability, Professional indemnity, etc.]*

Business assets: *[Provide details if you have insured your business assets in the event of a fire, burglary, or damage? For example: building, contents, motor vehicles.]*

Business revenue: *[Provide details if you have insured your business in the event of business interruption where you cannot trade because of a particular event and are unable to make money?]*

Risk management

[List the potential risks (in order of likelihood) that could impact your business.]

| Risk | Likelihood | Impact | Strategy |
|---|---|----------------------------|---|
| <i>[Description of the risk and the potential impact to your business.]</i> | <i>[Highly Unlikely, Unlikely, Likely, Highly Likely]</i> | <i>[High, Medium, Low]</i> | <i>[What actions will you take to minimise/mitigate the potential risk to your business?]</i> |
| <i>[Description of the risk and the potential impact to your business.]</i> | <i>[Highly Unlikely, Unlikely, Likely, Highly Likely]</i> | <i>[High, Medium, Low]</i> | <i>[What actions will you take to minimise/mitigate the potential risk to your business?]</i> |
| <i>[Description of the risk and the potential impact to your business.]</i> | <i>[Highly Unlikely, Unlikely, Likely, Highly Likely]</i> | <i>[High, Medium, Low]</i> | <i>[What actions will you take to minimise/mitigate the potential risk to your business?]</i> |
| <i>[Description of the risk and the potential impact to your business.]</i> | <i>[Highly Unlikely, Unlikely, Likely, Highly Likely]</i> | <i>[High, Medium, Low]</i> | <i>[What actions will you take to minimise/mitigate the potential risk to your business?]</i> |

Legal considerations *[List the legislation which will have some impact on the running of your business. For example: consumer law, business law, or specific legislation to your industry such as the Domestic Animals Act 1994, Domestic Animals Regulations 2015 and business codes of practice made under the Act.]*

Operations

Breeding and Delivery Plan [What is the process involved in producing your dogs? Here are some things you may consider. Is there a specific plan? Who is involved in the process? Are there any third parties involved? What is involved in delivering your dogs to your customers?]

Suppliers [Will you have a third-party supplier's arrangement? How will you monitor and guarantee the welfare of your dogs in their care?]

Plant & equipment [List your current plant and equipment used to house, support, feed and move your dogs. These can include vehicles, computer equipment, phones and other infrastructure.]

| Equipment | Purchase date | Purchase price | Running cost |
|-------------------------|------------------|----------------|---------------------|
| [e.g Personal Computer] | [eg. 20/03/2010] | [e.g \$2100] | [e.g \$100 a month] |
| [e.g Personal Computer] | [eg. 20/03/2010] | [e.g \$2100] | [e.g \$100 a month] |
| [e.g Personal Computer] | [eg. 20/03/2010] | [e.g \$2100] | [e.g \$100 a month] |
| [e.g Personal Computer] | [eg. 20/03/2010] | [e.g \$2100] | [e.g \$100 a month] |

Inventory [List your current inventory items in the table below. If you have a substantial inventory, you may prefer to attach a full inventory list to the back of this business plan. Examples of inventory in a breeding business may include food, disinfectant, medicine and other consumables.]

| Inventory item | Unit price | Quantity in stock | Total cost |
|----------------|----------------|----------------------|---------------|
| [e.g flour] | [e.g \$5.00kg] | [e.g Five kilograms] | [e.g \$25.00] |
| [e.g flour] | [e.g \$5.00kg] | [e.g Five kilograms] | [e.g \$25.00] |
| [e.g flour] | [e.g \$5.00kg] | [e.g Five kilograms] | [e.g \$25.00] |
| [e.g flour] | [e.g \$5.00kg] | [e.g Five kilograms] | [e.g \$25.00] |

Technology (Software): [What technology do you use? For example: website, point of sale software or accounting packages? What will be the main purpose for each?]

Trading hours: *[What are your trading/business hours? What are your expected peak trading times? Which times do you expect to be more profitable? How will this change over different seasons? How do your trading hours accommodate these changes?]*

Communication channels: *[How can your customers get in contact with you? These channels can include: telephone (landline/mobile), post box, shopfront, email, fax, internet blog or social media channel.]*

Payment arrangements: *[What payment types will you accept. cash, credit, cheque, gift cards, Paypal etc]*

Credit terms: *[What is your credit policy for customers/suppliers? How long is the credit period? What are your collection strategies/procedures? What credit does your business receive? What are the terms?]*

Sale guarantees and refunds: *[What are the warranty terms? What is your business refund/exchange policy? Note, your sale guarantee policy must be attached and must align with the Code of Practice for the Operation of Breeding and Rearing Businesses (revised 2018)]*

Quality control: *[Describe your quality control process. What checks or balances do you have in place to ensure the animals you offer are produced to a high standard of quality? What steps do you take to meet high animal quality standards?]*

Memberships & affiliations: *[Is your business a member of any particular industry association, organisation or club e.g. Dogs Victoria? Do you have any affiliations with any other organisation? State membership details.]*

Sustainability plan

Environmental/resource impacts: *[Describe the impact your business could potentially have on the environment. E.g. waste disposal effects on landfill or the local water supply.]*

Community engagement: *[How can you make sure your business reputation is built and protected? How can you engage in the community to ensure you develop a good business reputation?]*

Strategies: *[What strategies will you implement to minimise/mitigate your environmental impact and any risks to your business? Have you introduced an Environmental management system?]*

Action plan *[If you have them, list your key sustainability/environmental milestones below]*

| Sustainability milestone | Target | Target date |
|-----------------------------------|------------------------|---------------------|
| <i>[Reduce water consumption]</i> | <i>[60% reduction]</i> | <i>[Month/Year]</i> |
| <i>[Reduce water consumption]</i> | <i>[60% reduction]</i> | <i>[Month/Year]</i> |
| <i>[Reduce water consumption]</i> | <i>[60% reduction]</i> | <i>[Month/Year]</i> |
| <i>[Reduce water consumption]</i> | <i>[60% reduction]</i> | <i>[Month/Year]</i> |

The Market

Market research *[What research have you completed to help you analyse your market? Did you use a survey/questionnaire? Are there seasonal variations? What is the size of the market? What recent trends have emerged in the market? What growth potential is available and where do you fit in? If you use a customer survey, attach a copy of your survey/questionnaire to the back of this plan.]*

3-Year sales targets *[Outline your planned sales targets. What quantity of your animals do you plan to sell in a planned timeframe? Are they monthly or yearly targets?]*

Your customers

Customer demographics: *[Define who your target customers are and how they feel about your animals. Be as detailed as you like.]*

Customer management: *[How will you maintain an ongoing relationship with your customers? What techniques will you use? How will you keep your customers coming back or referring other clients to you? Have you introduced customer service standards? Do you follow any particular code of practice? A Commercial Dog Breeder Application requires a copy to be attached of the procedures followed in the case of complaints about a dog and its returns policy, and the procedures followed to deal with complaints about the business, and this may be referenced here.]*

Animal welfare assurance: *[How will you assure, to the best of your ability, that your animals are going into a safe, caring and nurturing environment? A Commercial Dog Breeder Application requires a copy of the literature provided to buyers of puppies in relation to responsible pet ownership and this may be referenced here.]*

S.W.O.T. analysis: *[List each of your business's strengths, weaknesses, opportunities or threats and then outline how you will address each of the weaknesses/threats.]*

Your competitors: *[Who are your competitors? How do you rate against your competitors? How can your business improve on what they offer?]*

Advertising, promotion and sales

Advertising & promotional strategy: *[What strategies do you have for promoting and advertising your animals in the next 12, 24 and/or 36 months?]*

| Planned promotion /advertising type | Expected business improvement | Cost (\$) | Target date |
|--|---|-------------|----------------------|
| <i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i> | <i>[How do you expect it will improve your business success?]</i> | <i>[\$]</i> | <i>[Month/Year]</i> |
| <i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i> | <i>[How do you expect it will improve your business success?]</i> | <i>[\$]</i> | <i>[Month/Year]</i> |
| <i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i> | <i>[How do you expect it will improve your business success?]</i> | <i>[\$]</i> | <i>[Month/Year]</i> |
| <i>[Print media advertising, online advertising, mail-out, giveaway, media release, social media campaign or event.]</i> | <i>[How do you expect it will improve your business success?]</i> | <i>[\$]</i> | <i>[Month/Year]</i> |

Sales & marketing objectives: *[What sales techniques will you use? What tools/material will you use to help sell your animals?]*

Unique selling position: *[Why do you have an advantage over your competitors? How will your animals and breeding reputation succeed in the market where others may have failed?]*

Sales & distribution channels: *[Identify each channel type you will use to sell your animals. Allocate a percentage of overall sales you expect to sell via each channel. List any advantages or disadvantages relating to each channel, and how you will overcome any related challenges. Also list how you will deliver your animals to your remote clients.]*

The Future

Goals/objectives and action plan *[You may wish to attach a Work Breakdown Schedule or an Activities GANNT Chart for your major short and long-term goals and business objectives below.]*

| Milestone | Date of expected completion | Person responsible |
|--|---|--|
| <i>[What are the business milestones that you need to complete starting from today?]</i> | <i>[When do you expect to complete them?]</i> | <i>[Who is responsible for delivering this milestone?]</i> |
| <i>[What are the business milestones that you need to complete starting from today?]</i> | <i>[When do you expect to complete them?]</i> | <i>[Who is responsible for delivering this milestone?]</i> |
| <i>[What are the business milestones that you need to complete starting from today?]</i> | <i>[When do you expect to complete them?]</i> | <i>[Who is responsible for delivering this milestone?]</i> |
| <i>[What are the business milestones that you need to complete starting from today?]</i> | <i>[When do you expect to complete them?]</i> | <i>[Who is responsible for delivering this milestone?]</i> |

Business Viability

The welfare of the animals is the central factor in your application to become a Commercial Dog Breeder. The following criteria reflect your plan to ensure the welfare of the animals under all circumstances.

Economic considerations: *[Detail your plans should your business become unviable and you decide to close.]*

Hardship plan: *[Detail how you'll ensure animal welfare should sales not meet your plans and income is reduced.]*

Working capital arrangements: *[Briefly outline your financial arrangements to ensure you have enough working capital to see you through downturn or hardship.]*

Records Management

The Code of Practice for the Operation of Breeding and Rearing Businesses 2014 (revised 2018) details the records that breeding domestic animal businesses must keep. Your records must be produced for physical inspection by an authorised officer upon request, as per the Code. The following criteria will help ensure your records are detailed, maintained, stored and protected to ensure you remain compliant.

Records listing: *[List your business records—staff, animal, financial, etc. These should include as a minimum all records that you are required to keep according to the Code.]*

Records Storage: *[Explain how you keep your records safe but available.]*

Records Backup: *[Explain where you'd access a backup of your main records if they were damaged, unavailable or destroyed.]*

Records Archiving: *[Explain how you store your records according to the Code.]*

The Finances

Detailed financial information is not required for your commercial dog breeder application, however these are an essential part of a business plan. Any financial information can be submitted as part of your business plan, if they will help support your application by showing business viability.

Animal Welfare Victoria has some planning and financial templates available. If you would like a copy of these, please contact us.

Supporting documentation

Attached is my supporting documentation in relation to this business plan.

The minimum attachments required are listed on page 4 and page 5 of the Commercial Dog Breeder Application Form. Some of these will already be included within the Business Plan but others will need to be attached:

- ABN and domestic animal business certificate; planning permits.
- Minimum training and qualification evidence of current employees. (Managers must have a Certificate IV in Companion Animal Services (or equivalent) or five years' experience in animal husbandry. All employees must have successfully completed the Breeding Dogs and Cats in Victoria e-learning course.).
- Table 1: Specified Dog Details – see last page of this template

Operations and staffing

Please attach a copy of:

- An education and training policy for staff working or volunteering at the business.

Animal management and husbandry

Please attach a copy of:

- A health management plan for each breed of dog kept or proposed to be kept on the premises.
- An exercise, enrichment, socialisation and handling policy for all dogs kept or proposed to be kept on the premises.
- A retirement plan for each breeding dog kept or proposed to be kept on the premises.
- An agreement with a veterinary practitioner to provide veterinary services to the business.

Sales

Please attach a copy of:

- The literature provided to all buyers of dogs in relation to responsible pet ownership.
- The procedure that the business follows in the case of complaints about a dog and its returns policy.
- A sale guarantee policy.
- Details of the procedure that the business follows to deal with complaints by purchasers or other persons about the business.

TABLE 1: SPECIFIED DOG DETAILS FOR <BUSINESS NAME>

List all dogs. Re-format or add to the table as required.

| Dog Name | Microchip number | Breed | Colour | Age / Date of Birth | Sex | Entire? Yes/No Fertile? Yes/No | Date acquired (if purchased or breeder terms) | Vaccination - last date administered | Worming - last date administered | Date of last general health check | <u>For females:</u> <ul style="list-style-type: none"> date of any mating name, microchip number and breed of any male dog mated with number of litters date of birth of offspring and number and sex of each offspring born dead or alive date of most recent breeding clearance certificate <u>For males:</u> <ul style="list-style-type: none"> date of any mating | Retirement date, disposal date and method |
|----------|------------------|-------|--------|---------------------|-----|---------------------------------------|---|--------------------------------------|----------------------------------|-----------------------------------|---|---|
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

| | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

List of Proposed Acquisitions

| Type: Fertile Female, Fertile Male, etc | Breed | Year of Acquisition | Reason for acquisition | Total number of fertile female dogs that this acquisition will bring business total to, in line with any planned retirements above |
|---|-------|---------------------|------------------------|--|
| | | | | |
| | | | | |
| | | | | |