

This is an example of the 24 page “**Sugar Maple Emu Farm**” **Business Plan** that was **compiled in 2012** using the guide at <http://www.agplan.umn.edu> .

Obviously, the costs and incomes used are not the same as what would be used today.

Keep in mind this is a living, breathing document that changes from month to month and year to year. It is a guideline that shows that your intentions are to create a profitable business. It gives a road map of how you intend to do this.

“Sugar Maple Emu Farm” Business Plan



Sugar Maple Emu Farm, Michael & Joylene Reavis
W 805 Pedee Rd., Brodhead, WI 53520

Home Phone: 608-897-2255 Business Phone: 608-897-8224

Toll Free: 866-608-8224

emujoy@sugarmapleemu.com

www.SugarMapleEmu.com

Table of Contents

Executive Summary	4
Business Description.....	4
Mission Statement.....	4
Goals	4
Plan Summary	5
Capital Request	5
Business Description.....	6
Business Overview.....	6
Location	6
Facilities	7
Business History	7
Ownership Structure	7
Operations	8
Products.....	8
Services	9
Production System	10
Customer Service	10
Inventory Management	10
Licenses, Permits & Regulations	11
Patents and Trademarks	11
Risk Management	11
Environmental Issues	11
Quality Control	12
Implementation Timeline.....	12
Marketing Plan.....	13
Market Trends	14
Customers	15
Marketing Contracts.....	15
Strategic Partners	15
Pricing.....	15
Promotion.....	16
Distribution	16
Market Segments	17
Target Market.....	17
Competitive Advantage	17
Management & Organization.....	18
Management Team.....	18
Board of Directors.....	18
Advisory Board	18
Personnel Plan.....	18
Professional Services	19
Financial Plan.....	20
Financial Position.....	20
Capital Request	20

Executive Summary

Sugar Maple Emu Farm is a family owned and operated emu farm that hatches and raises emus. They sell live emus and emu related products, i.e., emu oil (and emu oil products), emu meat, emu eggs, emu eggshells, emu feathers, emu leather, emu related books and jewelry. They, also, host farm tours by appointment from May thru October.

Sugar Maple Emu Farm provides products for health minded people and, basically, everyone with skin.

It is home for 8 breeding pairs of emus, 25-50 yearling emus and 25-50 emu chicks along with 6-18 Katahdin (hair) sheep, 23 laying hens and 2 Akbash livestock guardian dogs.

Mike and Joylene own and operate the farm and are its only employees with sales of \$20,000 annually.

Business Description

Sugar Maple Emu Farm is a family owned and operated emu farm that hatches and raises emus. We sell emu related products and give farm tours by appointment from May thru October.

Mission Statement

Sugar Maple Emu Farm is an emu breeding, hatching and growing facility, a retail and wholesale emu product business and an agri-tourism business. Together they produce, distribute and sell quality emu and emu related products. Along with this they educate and entertain with the highest concern for the welfare and satisfaction of their customers.

Goals

Michael and Joylene Reavis have made it their goal to increase sales and revenue by making Sugar Maple Emu Farm the most unique and surprising entertainment and shopping venue. In 1995, the Reavis' purchased their first emus. From the first day they were giving tours to neighbors and relatives who wanted to see these curious "critters". In 2002 they turned their garage into an on-farm store. In 2006, Michael and Joylene started offering tours full time by appointment from May - October. Specific goals that Michael and Joylene have are:

- Increase gross revenue to over \$100,000 by 2015 through expansion and innovation
- Provide a safe, enjoyable environment to all who visit Sugar Maple Emu Farm
- Keep Sugar Maple Emu Farm a seasonal business to comply with county zoning regulations
- Have the economic and management ability to operate their business as a retirement income

Plan Summary

Our goal is to have the business pay its way as we go.

Capital Request

None at this time

Business Description

Sugar Maple Emu Farm is a family owned and operated emu farm that hatches and raises emus. They sell live emus and emu related products, i.e., emu oil (and emu oil products), emu meat, emu eggs, emu eggshells, emu feathers, emu leather, emu related books and jewelry. They, also, host farm tours by appointment from May thru October.

Sugar Maple Emu Farm provides products for health minded people and, basically, everyone with skin.

It is home for 8 breeding pairs of emus, 25-50 yearling emus and 25-50 emu chicks along with 6-18 Katahdin (hair) sheep, 23 laying hens and 2 Akbash livestock guardian dogs.

Mike and Joylene own and operate the farm and are its only employees with sales of \$40,000 annually.

Business Overview

Sugar Maple Emu Farm is a family owned and operated emu farm that hatches and raises emus. They sell live emus and emu related products, i.e., emu oil (and emu oil products), emu meat, emu eggs, emu eggshells, emu feathers, emu leather, emu related books and jewelry. They, also, host farm tours by appointment from May thru October.

Sugar Maple Emu Farm provides products for health minded people and, basically, everyone with skin.

It is home for 8 breeding pairs of emus, 25-50 yearling emus and 25-50 emu chicks along with 6-18 Katahdin (hair) sheep, 23 laying hens and 2 Akbash livestock guardian dogs.

Mike and Joylene own and operate the farm and are its only employees with sales of \$40,000 annually.

Location

W805 Pedee Rd, Brodhead, Wisconsin 53520

Sugar Maple Emu Farm is located on 10 acres in SE Green County in southern Wisconsin. It is 8 miles southwest of Brodhead and 4 miles south of Hwy 11-81.

It is centrally located:

WISCONSIN

35 miles south of Madison, Wisconsin

15 miles east of Monroe, Wisconsin

35 miles west southwest of Janesville, Wisconsin

35 miles west northwest of Beloit, Wisconsin
75 miles west southwest of Milwaukee, Wisconsin

ILINOIS

35 miles northwest of Rockford, Illinois
100 miles northwest of Chicago

IOWA

75 miles east of Dubuque, Iowa

Facilities

10 acre farmette

13 breeder pens 18' x 125' Each pen is designed to house one breeder pair

4 process grow out pens 50' x 65' with automatic waterer in center of the 4 pens Each pen can hold up to 35 emus.

Chick building has removeable plywood chick runs with heat lamps and gravity waterers for up to 6 chicks at one time.

Two portable animal buildings for emus and sheep.

35' x 60' machine shed holds straw hay and all machinery (2 tractors, skid loader, manure spreader, baler, mower-conditioner, rake, hay rack, plow, disc and power generator).

Two thirds of the 40'x 60' garage is transformed into a store from May through October.

Business History

Michael and Joylene were married in 1993 and started looking for something that they could do on their 10 acre farm. Both of them had been previously married and they both had farm experience (Mike was raised on a dairy farm. Joylene was raised on a horse farm and, during her previous marriage, she dairy farmed with her husband).

After originally looking into raising ostrich, and deciding against it, they spent 2 years looking at the emu industry, they decided to raise emus and bought their first emus in July of 1995.

Ownership Structure

The farm is structured as a sole proprietorship. Michael and Joylene are co-owners.

Operations

Sugar Maple Emu Farm is a family owned and operated emu farm that hatches and raises emus. They sell live emus and emu related products, i.e., emu oil (and emu oil products), emu meat, emu eggs, emu eggshells, emu feathers, emu leather, emu related books and jewelry. They, also, host farm tours by appointment from May thru October.

Sugar Maple Emu Farm provides products for health minded people and, basically, everyone with skin.

It is home for 8 breeding pairs of emus, 25-50 yearling emus and 25-50 emu chicks along with 6-18 Katahdin (hair) sheep, 23 laying hens and 2 Akbash livestock guardian dogs.

Mike and Joylene own and operate the farm and are its only employees with sales of \$40,000 annually.

Products

Sugar Maple Emu Farm raises emus for sale and, through the processing of their emus, produces:

Live Emus - Buyers are seeking emu chicks, yearlings and process birds. Mated breeder pairs and trios are, also, in demand by some emu growers.

Emu Fat & Oil - is the rendered and refined fat from the emu. It contains natural anti-inflammatory properties, the Omegas 3s, 6s & 9s. It has the same lipid (fat) panel as human skin and is one of the few natural oils that penetrates the human skin barrier. Emu oil penetrates down deep into the lower layers of the skin, the muscles, the ligaments and joints to help relieve inflammation, redness and swelling. The highly nutritious Emu Oil feeds the cells so that they can repair and rebuild themselves. Well refined, AEA Certified, Grade "A" Emu Oil should be clear when liquid and white when thickened at temperatures below 70 degrees. Emu oil should have no odor and a shelf life of at least 2 years.

Emu Oil Products - these are products that have emu oil added to them to make them better. These products include: moisturizing skin lotions & therapeutic creams, pain rubs, soaps, shampoos and lip balms.

Emu Meat - is a dark red meat that research proves is very high in nutrition and low in saturated fats.

Emu Feathers - are unique because they have one quill that attaches to the hide and two vanes on each quill. Body feathers are soft and downy. They have a high oil content and do not make static electricity. This makes them perfect for dusting electronic equipment. Because they are very durable, car companies throughout the world use them to dust vehicles in the assembly

plants before they are painted.

Emu Leather - is a soft, supple leather that can be used for wallets, purses, belts, etc., and can be, also, used to make designer clothing.

Fertile Emu Eggs - Buyers are seeking fertile emu eggs in order to hatch emus for themselves.

Edible Emu Eggs - are highly nutritious and contain a good amount of emu oil, Omega's 3s, 6s & 9s. One average emu egg is equivalent to 10-12 medium chicken eggs.

Emu Eggshells - These dark green eggshells have various layers of white, blues and greens that lend themselves especially well to carving which brings out the various colors inside the eggshell. Emu eggshells can be sold to artists to be decorated, Faberge style eggs, used as a canvas for painting or etched and carved. Artists are limited only by their imagination.

Decorated Emu Shells - Emu eggshells lend themselves well to carving, painting or decorating. They can be Faberge style, made into jewelry boxes, clocks, perfume vials, candle holders, mosaic pictures or other works of art that can be sold to the public.

Jewelry Featuring Emu Eggshell - Jewelry, using carved emu eggshell pieces instead of precious stones or cameos, are beautiful pieces of wearable art.

Services

Agri-Tourism

Farm Tours are a big part of what Sugar Maple Emu Farm does. In early Spring their garage is transformed into an on-farm store and video viewing area. Oil products and jewelry along with beautifully painted and decorated emu eggshells are displayed. An informative video, posters and other information give visitors a fun and educational experience.

After viewing the video, guests are given a tour of the emu pens and questions are answered. When finished they return to the store to look at the products and information more closely.

We offer farm tours to a single person, a family or a bus load. We estimate approximately 800 visitors tour our farm each year from May 1 through October 31.

Production System

Our income is generated from sales of live emu chicks and process birds and emu related products.

Eggs are collected during the laying season and stored in a refrigerator in our basement for up to 21 days before they are set in the incubator as a batch that will all hatch on the same day. Emu chicks are hatched in an incubator in our basement and kept there in heated runs for 5 days before being moved to the heated chick barn pens.

Process birds are shipped to USDA processing plants and the packaged meat returned to us for retail and wholesale sales. Emu fat is either sold to a buyer or shipped to an oil processing plant for refining to eventually be bottled and sold to customers.

We sell wholesale to several area stores and retail through our on-farm store and through our website - www.SugarMapleEmu.com

Customer Service

Sugar Maple Emu Farm produces, distributes and sells quality emu and emu related products with the highest concern for the welfare and satisfaction of our customers.

All products carry a 30 day money back guarantee with no questions asked.

Inventory Management

We are on a small enough scale that a visual inventory of products works well for us.

Emu oil is kept frozen until needed. This preserves the quality of the emu oil and extends the shelf life for many years while kept frozen.

Products are not kept in large quantities and are ordered as sold.

A State Inspected freezer room with 3 large chest freezers is used for meat storage and emu oil storage.

Licenses, Permits & Regulations

Sugar Maple Emu Farm is licensed by the State of Wisconsin as a retail store that sells food and listed as a wholesale food distributor.

We are zoned by Green County for a seasonal store and are to be grandfathered in if we decide to build a year around store.

We have a current Wisconsin Premises ID Card.

Patents and Trademarks

None.

Risk Management

We carry full farm property and liability insurance and business insurance through Rural Insurance.

We have \$1,000,000 in product liability and a \$1,000,000 umbrella with our farm policy to cover visitors.

We have a 16 KVA tractor powered generator that will run the entire farm, including freezers, in case of a power outage.

Computer back-up online through Carbonite.

We have several companies that purchase emu fat when available.

Environmental Issues

We are very ecological minded and work in harmony with nature. All of our emu manure is composted and returned to the farm as a nutrient rich soil enhancer.

Emu manure is very ecologically friendly. The emu's digestive track is very short and what is eaten and not utilized by the body is excreted within 6-8 hours. There is no time for bacteria to make ammonia or methane gases in this short of a period. This almost eliminates an odor problem associated with emu manure.

Quality Control

Both my husband and I watch our emus closely to make sure they are thriving.

Only the best feed formulas are used to insure that our emus are receiving all the nutrients they need to build high quality muscle and fat and for the breeders to lay eggs that will carry hardy chicks that hatch easily and grow quickly.

Implementation Timeline

2011 was the start of increased advertising through local and state tourism agencies.

We will increase advertising and expand into bus tours in the next few years. We will need to revamp our parking area to accommodate the buses.

Marketing Plan

Our Marketing Plan will consist of:

Things we can do at our business

- Participate in National Emu Week (N.E.W.)
- Give a tour
- Host an Open House or Festival
- Be a part of an area business or tourism promotion
- Host 4-H, FFA or other youth or organizational meetings
- Encourage customers to pick-up products at your farm
- Host a neighborhood get together
- Put on a workshop
- Teach a class at your farm
- Invite professionals to visit your farm
- Free give-aways and/or samples to visitors

Things you can do away from your business

- Participate in National Emu Week (N.E.W.)
- Give a presentation
- Visit schools
- Teach a class
- Put on a workshop
- Distribute flyers or posters
- Deliver products to stores and customers
- Participate in a regional show
- Have a booth at a craft fair, festival or farmers market
- Put on a conference
- Sponsor an event
- Make sales calls on prospective stores
- Give out samples

Media advertising to get the word out

- Promote National Emu Week (N.E.W.)
- Newspaper block ads, classified ads and/or inserts
- Radio spots and show interviews
- Area news and/or tourism websites
- Web Blogs
- Articles or interviews with niche publications
- Posters
- Flyers
- Phone Calls
- Thank you notes
- Press releases (almost "everything" is news worthy)

- Business sign
- Signage on vehicles
- Brochures
- Direct mail
- Website

Research & development

- Attend the American Emu Association (AEA) National Convention
- Attend the Wisconsin agricultural Tourism Association (WATA) Conference
- Attend a conference
- Take a class
- Read books
- Join industry related organizations and groups
- Ask for new supply catalogs
- Brain storm ideas while alone (don't forget to write them down)
- Brain storm ideas with employees or other business owners
- Purchase new equipment
- Do research
- Visit other farms or operations
- Get samples
- Try new recipes

Community service that will acknowledge your business

- Visit nursing homes, schools, etc.
- Sponsor an award
- Serve meals or help out at an event
- Join a service group
- Volunteer
- Donate items to a "Silent Auctions"

Express appreciation to family, employees or those who help make your business run

- Flowers
- "Thank You" notes
- Incentives
- Awards
- Time-off

Market Trends

Demand for emu oil, and its products, has been steadily increasing from year to year despite the weak economy. Consumers are buying products regularly and companies are now contracting to purchase fresh frozen emu fat.

Increasing government regulations, taxes, along with feed and equipment costs, are all unknowns that will impact our business.

Foreign production is increasing but, quality is still well behind the US.

Customers

Our customers include those who seek natural alternatives, older people with aches, pains and dry skin and... "for anyone who has skin!"

Marketing Contracts

We have year to year contracts to sell our fresh frozen emu fat and have several other companies who would contract if, we need them. Prices are negotiated each year according to demand.

Several companies are looking for 1,000 pound lots several times per year of USDA ground emu meat

Strategic Partners

Our strategic partners are the processing plants that process our live emus and the ones who render and refine our emu fat. Also our feed manufacturers.

We, also, have emu oil product companies that contract to purchase our wholesale frozen emu fat and other companies that purchase wholesale emu meat.

Pricing

Our prices are determined by taking the wholesale cost of emu oil from Purple Emu, in the various size bottles, and adding a minimum of 30% for our on-farm prices. When selling to distributors we sell at Purple Emu wholesale prices while suggested retail prices may be 50% or more over wholesale costs.

Our 1 ounce bottle of AEA Certified emu oil retails for \$11.00. A 1 ounce bottle of Emu Oil can be found, selling at retail, for \$8.00 - \$25.

Promotion

We will do our own marketing.

Joy spends the first Tuesday of each month at an area health food store talking to customers and showcasing the products that are available at the store.

We run a year around classified ad in two local weekly newspapers and a display ad in a neighboring monthly newspaper during our tour season from May thru October.

We try to submit at least 6 press releases throughout the year to state and area newspapers, magazines, radio and TV stations.

We are listed in the state and area tourism websites, the Chamber of Commerce and the Spotlight Green County websites.

We participate in the Brodhead Chamber of Commerce "Tour the Farms Day", the Wisconsin Agricultural Tourism Association "Wisconsin Autumn Harvest Trail" and the Southern Wisconsin Soil Sisters Open House and workshops.

Joy handles the marketing for Sugar Maple Emu Farm.

Distribution

We sell wholesale products to local stores as needed.

We retail to customers through our on-farm store, May thru October. May thru October we, also, offer farm tours. During tour season we transform our garage into a store and video viewing center. We are open for tours and sales by appointment only and tell people, "We are always home unless we are not. Please call ahead to make sure someone will be here."

We have a secure website, www.SugarMapleEmu.com, where customers can order. We accept credit cards through our website and Square.com for phone orders or in person. We strive to have all orders processed within 5 days. Most are processed and shipped the day after they are received.

Market Segments

Emu Oil is for anyone who has skin, which is basically everyone.

Older customers appreciate the moisturizing quality and the anti-inflammatory quality of Emu Oil.

Children like the way it soothes sunburn and helps skin to rebuild in half the time with little to no scarring.

The market segment is health conscious people, who frequent health food stores, like the fact that Emu oil is a natural product that nourishes the cells so that the cells can rebuild and repair themselves.

Target Market

Young, health conscious families and older adults with aches and pains are our target market.

This is basically, everyone who has skin.

Competitive Advantage

Our competitors are all skin care products.

Emu oil is a superior product that contains natural anti-inflammatory properties, the Omegas 3s, 6s & 9s. It has the same lipid (fat) panel as human skin and is one of the few natural oils that will penetrate the human skin barrier. Emu oil penetrates down deep into the lower layers of the skin, the muscles, the ligaments and joints to help relieve inflammation, redness and swelling. The highly nutritious Emu Oil feeds the cells so that they can repair and rebuild themselves.

Our weakness is that we do not have the large advertising budget that larger companies have.

Management & Organization

Michael & Joylene are the co-owners of Sugar Maple Emu Farm and the only employees.

Michael is the farm manager with Joylene helping with chores and decision making.

Joylene is the product sales & tour business manager and makes most of these decisions with Michael's input.

Management Team

Michael & Joylene Reavis are co-owners of Sugar Maple Emu Farm.

Michael is the farm manager and main farm employee.

Michael gives input in the decision making for the product sales and tour part of the business and helps with tours and sales when needed.

Joylene is the product & tour business manager and makes most of the business and marketing decisions with Michael's input.

Joylene is the main business and tour employee and helps with chores and farm decision making when needed.

Board of Directors

N/A

Advisory Board

N/A

Personnel Plan

Michael & Joylene Reavis are co-owners of Sugar Maple Emu Farm.

Michael is the farm manager and main farm employee.

Michael gives input in the decision making for the product sales and tour part of the business and helps with tours and sales when needed.

Joylene is the product sales & tour business manager and makes most of the business and marketing decisions with Michael's input.

Joylene is the main business and tour employee and helps with chores and farm decision making when needed.

Professional Services

Accountant - to prepare income tax and answer financial questions.

Financial Planner - to help keep investments safe.

Veterinarian - for animal health

Financial Plan

Our 10 A. farm mortgage is fully paid

All bills are paid when due. None are carried over to another billing period.

Monthly credit card charges are paid each month

Our short-range income goal is to increase our income to \$ 50,000.00 gross annually with \$ 15,000.00 net.

Our long-range income goal is to increase our income to \$ 100,000.00 gross annually with \$30,000.00 net.

2012 gross income was \$ 40,000.00

Financial Position

See Balance Sheet

Capital Request

None