

BUSINESS PLAN / FINANCIAL FORECAST

Willow People Advisory

A proposed remote HR practice selling scoped employer advisory and process-design hours.

PLANNING EDITION / 2026-10-20

YEAR 1 REVENUE

323,312.00

USD

YEAR 1 NET INCOME

25,683.16

USD

STARTUP USES

14,300.00

USD

Your guide to the plan

Detailed · Clear & Professional | Investor fundraising

Forecast from 2027-01-01 | 3 operating years | USD | base

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Planning forecast. Assumptions require review; proposed funding is not secured.

01

Executive summary

Willow People Advisory proposes a remote-first hourly hr advisory practice in United States; remote team and national employer buyers. A proposed remote HR practice selling scoped employer advisory and process-design hours. The central launch decision is: Can two paid consultants deliver collected HR work without expanding into staff placement, payroll pass-through or legal practice?

Business overview

Small and midsize employers with an authorized sponsor, usable records and a defined people-management question. The paid principal and one consultant share the available advisory-hour pool. Five service categories allocate sold hours once. Operations support coordinates the same practice without adding consultant capacity. The business will accept assignments within this service boundary and quote separately or refer work that falls outside it.

Key priorities

Test paid limited assignments and log consulting, record preparation, review, revisions and collection. A broad employer audience does not validate this practice's billable-hour target. Urgent employee-relations questions can interrupt planned design work within the same team. Look for repeated collected work that fits both the records available and the consultants' actual competence. The proposed first operating month is January 2027. The owner should confirm service readiness, paid staffing and available cash before opening the calendar.

Financial highlights

The proposal requires \$110,000.00 in equity. Launch spending is \$14,300.00, leaving \$95,700.00 in opening cash. Year 1 revenue is \$323,312.00 and net income is \$25,683.16. A positive first-year result depends on achieving the proposed fees and workload while keeping delivery within the paid team's capacity. Pre-tax project payback is 12.9 months.

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Company & management

Willow People Advisory will operate as an independent service business. The working owner will control scope, staffing, commercial terms and weekly cash decisions; legal formation and the ownership agreement must be completed before trading.

Company background

Willow People Advisory is a fictional remote-first US practice using home-office resources and occasional meeting space. It serves defined employer advisory needs nationally, with jurisdiction and subject-matter fit still to be assessed. It is not a staffing firm, PEO, payroll processor or law practice. No existing employer clients, credential or approved policy library is supplied.

Ownership & management

The proposed owner contribution is \$70,000.00; the remaining \$40,000.00 is sought from external equity investors. The owner is also paid for an operating role. Investment valuation, ownership percentages, voting rights and distribution terms remain to be agreed.

Team & responsibilities

The compensated principal and one paid HR consultant provide delivery hours. Quarter-time operations support handles coordination and billing without adding advice capacity. The principal is already included in payroll and is not an extra unpaid director. Proposed salaries and the employee allowance remain committed costs during weak demand; actual competence and supervision need evidence. Principal: 1 × \$9,166.67 monthly, plus a 15% employer-cost allowance; HR consultant: 1 × \$6,666.67 monthly, plus a 15% employer-cost allowance; Operations support: 1 × \$1,000.00 monthly, plus a 15% employer-cost allowance. A weekly roster must cover delivery, preparation, travel, administration, leave and absence. The owner's salary appears once in payroll; contributed time is not an additional cash contribution.

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Products & business model

The offer is limited to work the team can define, price and deliver consistently. Each agreement should identify the buyer, included tasks, access requirements, deliverables, acceptance and payment terms.

Products & services

The five categories are HR compliance advisory, employee relations, recruiting process advice, compensation design and HR leadership coaching. Each consumes the same sold consultant-hour pool. Recruiting advice does not create contingent placement commission or placed-worker wages. Project outputs need a clear employer decision owner and appropriate specialist/legal review where the scope calls for it.

Pricing & revenue streams

2 paid HR consultants including the principal provide 320.000 scheduled hours per month (160.000 per person). Requested sold time starts at 55% of allocated capacity and follows a 3-month ramp. Five service shares total 100%; each hour is allocated once. Uniform monthly demand is assumed. Requested work grows 6% annually, subject to the available-hour ceiling; fees grow 2% annually. Staffing stays fixed. HR advisory: 25% of the shared capacity at \$160.00 per billable hour. Staff relations: 25% of the shared capacity at \$175.00 per billable hour. Recruiting: 20% of the shared capacity at \$150.00 per billable hour. Pay design: 15% of the shared capacity at \$185.00 per billable hour. Leader coaching: 15% of the shared capacity at \$170.00 per billable hour. Fees exclude customer sales tax. Confirm scope and any exceptional materials before accepting a fixed price.

Customer value

The proposed value is understandable analysis and a usable employer process, supported by a clear decision record. Advice cannot guarantee a compliant outcome, resolved dispute or successful hire. Establish which records are needed and who may access them. The employer retains its decisions and needs qualified advice for legal or specialist questions beyond the agreed service boundary.

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Market & competition

The initial market is the specific buyer and buying occasion described below. The launch should be justified by paid work in a practical service area, rather than by applying a market-share percentage to a broad industry estimate.

Target customers

Small and midsize employers with an authorized sponsor, usable records and a defined people-management question. Confirm who commissions the work, who supplies access or records and who authorizes payment. Keep the initial territory small enough to support the promised response and delivery time.

Demand & validation

Test paid limited assignments and log consulting, record preparation, review, revisions and collection. A broad employer audience does not validate this practice's billable-hour target. Urgent employee-relations questions can interrupt planned design work within the same team. Look for repeated collected work that fits both the records available and the consultants' actual competence.

Competition & positioning

Alternatives include an internal HR professional, another advisory firm, suitable employer software with internal ownership or a specialist attorney. Compare the same task, implementation responsibility, records access and review boundary. No provider tariff, compliance ranking or measured productivity advantage is claimed. A policy template alone is a different deliverable from scoped professional advice.

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Marketing & sales

The acquisition process should bring in work that fits the team and produces collected contribution after delivery costs. Track qualified opportunities, accepted quotes, completed work and cash received as separate steps.

Customer acquisition

The principal would seek relevant employer introductions and show clearly labeled sample processes without client or employee data. Fixed marketing is separate from activity-linked referral and sales costs. Qualify the employer sponsor and records readiness before offering a start. Do not invent client testimonials, credentials or successful dispute outcomes.

Sales process

Agree the employer's question, authorized sponsor, information boundary, deliverables, review and payment terms. Record approved hours and invoice accepted work under the blended collection assumption. No employee payroll, benefit premium or staffing disbursement passes through revenue. Continuing advisory work requires an explicit scope rather than an assumed subscription.

Retention & measurement

Keep the agreed decision record and review needs under appropriate access and retention arrangements. A later update requires current facts and an authorized new scope. Track collected follow-on assignments, not just informal questions. Employee information and unresolved workplace concerns must not be repurposed into promotional examples without appropriate permission and protection.

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Operations & milestones

Delivery must fit the paid team's hours, equipment and service window. Work should enter the calendar only after scope, competence, access and required resources are confirmed.

Facilities & resources

Launch assets include business laptops, monitors/docks and secure network hardware. Software, professional/cyber cover, training and occasional meeting resources remain recurring costs. External project review and client research/data services are purchased support with no stock. Actual records controls, data-service permissions and insurer/contract terms need verification and quotes. The launch asset budget is Business laptops: \$5,400.00; Monitors and docks: \$1,500.00; Secure network hardware: \$900.00.

Service delivery

Qualify the sponsor and scope, agree necessary records and access, assign consultant time, review the analysis with the employer, document decisions and invoice accepted work. This commercial workflow is not an employment-law or investigation procedure. Missing records and expanded reviews consume the same consultant hours. Operations coordination does not create a third delivery professional.

Launch & development milestones

Verify competence and service boundaries, suitable client terms, records controls, insurer scope and specialist referral arrangements. Complete paid limited assignments and compare total effort and collections with the roster. Confirm proposed capital before hiring or buying tools. No actual credential, employer approval, paid pilot or investment commitment is supplied.

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Funding request & use of funds

All proposed equity must be available before launch payments. The funding plan separates equipment and setup spending from the cash reserve needed to support operations.

Use of funds

Launch spending totals \$14,300.00: \$7,800.00 for assets, \$6,500.00 for expensed setup and \$0.00 for opening inventory. Setup covers an allowance for formation, professional preparation, training and launch work. Refundable premises deposits and additional site work are excluded until scoped quotes are available.

Sources of funding

Total proposed equity is \$110,000.00, comprising \$70,000.00 from the owner and \$40,000.00 from external investors. Neither contribution is committed. No borrowing is included, and financing receipts are separate from earned revenue.

Owner contribution

The owner must confirm the availability and transfer date of the \$70,000.00 contribution. Salary pays for the owner's continuing operating work. The company still needs cash for payroll, equipment and supplier invoices, even when the owner contributes additional time.

Funding request

The external equity request is \$40,000.00. Receiving all proposed equity leaves \$95,700.00 of opening cash and a forecast funding gap of \$0.00. The gap measures a cash shortfall after assumed funding; it is not a substitute for the investment request. Agree investor rights and reporting before accepting funds.

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Financial plan

The forecast covers January 2027-December 2029 in USD, with launch spending reported separately. Its usefulness depends on the service mix, fee, staffing cost and collection terms below.

Forecast assumptions

2 paid HR consultants including the principal provide 320.000 scheduled hours per month (160.000 per person). Requested sold time starts at 55% of allocated capacity and follows a 3-month ramp. Five service shares total 100%; each hour is allocated once. Uniform monthly demand is assumed. Requested work grows 6% annually, subject to the available-hour ceiling; fees grow 2% annually. Staffing stays fixed. Direct costs are 4% of net fees. No product resale or purchased inventory is included. Salaries are operating expenses, outside the direct-cost ratio. Salaries and fixed overhead grow 3% annually. Collections take 30 days, supplier payments 0 days and inventory coverage 0 days. The 21% flat income-tax provision and 15% employer-cost allowance are simplified planning inputs.

Financial outlook

Year 1: revenue \$323,312.00, EBITDA \$39,466.96, net income \$25,683.16 and closing cash \$94,591.16. Year 2: revenue \$381,343.68, EBITDA \$85,116.72, net income \$65,188.24 and closing cash \$159,992.76. Year 3: revenue \$412,308.60, EBITDA \$105,632.52, net income \$81,395.68 and closing cash \$241,408.03. A positive first-year result depends on achieving the proposed fees and workload while keeping delivery within the paid team's capacity. EBITDA excludes depreciation, interest and income tax; net income includes depreciation and the tax provision.

Cash needs & financial resilience

The lowest forecast cash balance is \$54,775.88, and the funding gap is \$0.00. Positive monthly operating EBITDA is first reached in month 3. Pre-tax project payback is 12.9 months. Cash differs from profit because of equipment spending, depreciation, collection delays and financing. Review the monthly low point before committing the reserve.

Debt & repayment

No debt or investor distributions are included. Any borrowing option needs an amount, draw date, interest rate and repayment schedule before its affordability can be assessed. Pre-tax project payback measures recovery of the operating investment; it is not a promised dividend, investor return or financing approval.

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Risks & contingencies

The main exposure is committing paid resources before collected sales justify them. The owner should use the service-specific risks below to decide when to narrow the offer, defer spending or stop.

Key risks

The positive forecast depends on the assumed sold hours, fees and limited review costs; it is not evidence of existing employer demand. Sensitive records, scope expansion, urgent disputes, outside review and delayed payment can reduce contribution. Fixed salaries continue during gaps. No compliance guarantee or proposed investor contribution has been substantiated.

Contingency actions

Set records and decision boundaries early, refer legal/specialist questions and obtain approval before expanded work. Test fewer sold hours, more review and slower payment with the paid team retained. Narrow the offer when competence or client readiness is inadequate. Do not manufacture placement commissions or unpaid principal labor to offset a weaker advisory case.

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Supporting documents

The launch decision needs commercial evidence as well as a forecast. Maintain an organized working file so that costs, commitments and delivery capacity can be reviewed before money is spent.

Available supporting information

The operating proposal defines the customer, service boundary, paid roles, launch assets and collection terms. The accompanying annual financial statements set out earnings, cash flow and the balance sheet for the three-year period. All funding remains a proposal; the business is at the prelaunch stage.

Documents to obtain

Verified competence, actual scope and legal-referral arrangements, employer authority and records terms, access controls, insurer/tool/service quotes, paid effort/collection logs and signed equity commitments remain outstanding. Entity-specific tax and employment requirements need actual review. No certified policy, successful hire or resolved dispute is presented as achieved. Record the actual fee, total delivery effort and date of payment for each trial assignment. Update the forecast and funding decision when quotes, commitments or measured results change a material assumption.

THE FINANCIAL FORECAST

Annual financial appendix

All amounts are USD and cover the forecast period. Operating years exclude pre-opening expenses; closing balances are never added together.

Cash & operating summary

Indicator	USD
Minimum cash, including prelaunch	54,775.88
Unfunded cash gap	0.00
Operating-period net income	172,267.08
Final closing cash	241,408.03

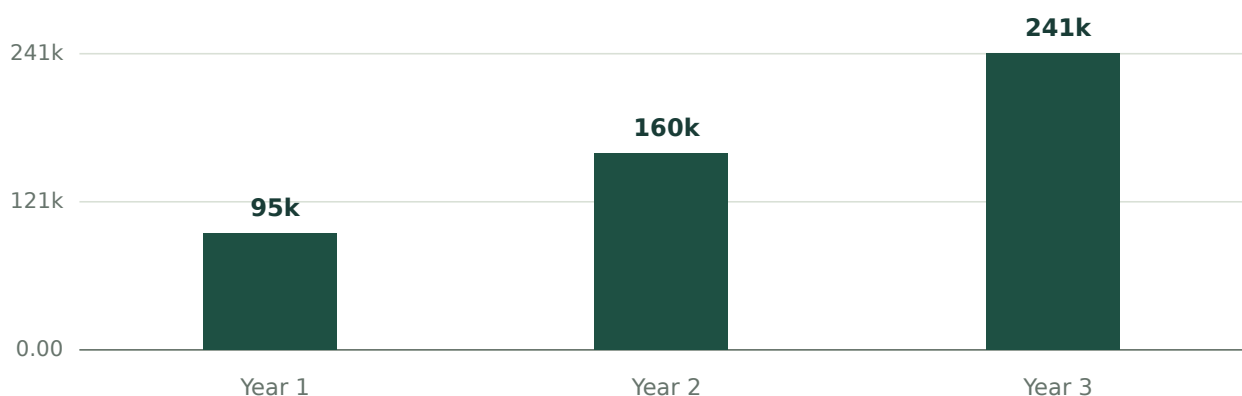
Profit and loss - USD

Item	Year 1	Year 2	Year 3
Revenue	323,312.00	381,343.68	412,308.60
Cost of goods sold	12,932.48	15,253.80	16,492.32
Gross profit	310,379.52	366,089.88	395,816.28
Operating expenses	270,912.56	280,973.16	290,183.76
EBITDA	39,466.96	85,116.72	105,632.52
Depreciation	2,600.00	2,600.00	2,600.00
Interest expense	0.00	0.00	0.00
Income tax	11,183.80	17,328.48	21,636.84
Net income	25,683.16	65,188.24	81,395.68

Cash flow - USD

Item	Year 1	Year 2	Year 3
Opening cash	95,700.00	94,591.16	159,992.76
Operating cash flow	-1,108.84	65,401.60	81,415.27
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net cash movement	-1,108.84	65,401.60	81,415.27
Closing cash	94,591.16	159,992.76	241,408.03

Closing cash, year by year



Year-end cash balances. Exact figures appear in the cash-flow table above.

Balance sheet - USD

Item	Year 1	Year 2	Year 3
Cash	94,591.16	159,992.76	241,408.03
Receivables	29,392.00	31,778.64	34,359.05
Inventory	0.00	0.00	0.00
Fixed assets, net	5,200.00	2,600.00	0.00
Total assets	129,183.16	194,371.40	275,767.08
Payables	0.00	0.00	0.00
Loan balances	0.00	0.00	0.00
Total liabilities	0.00	0.00	0.00
Equity	129,183.16	194,371.40	275,767.08
Reconciliation difference	0.00	0.00	0.00

Launch budget & proposed funding

Item	USD
Setup expenses	6,500.00
Asset purchases	7,800.00
Opening stock purchases	0.00
Equity contributions	110,000.00
Loan proceeds	0.00
Cash at launch	95,700.00
Opening inventory balance	0.00
Opening loan balance	0.00

Operating break-even - USD

Measure	Year 1	Year 2	Year 3
Break-even revenue	280,413.13	288,825.51	297,490.62
Margin of safety	42,898.87	92,518.17	114,817.98

Project payback

Measure	Forecast result
Initial project outlay (USD)	14,300.00
Payback	12.90 months (first recovery in month 13)
Final cumulative project cash (USD)	181,557.15

Review before committing

11 financial checks passed; 0 require attention. The forecast is a planning scenario, not an audit, financing approval or promised return.

Planning model, not audited accounts or tax advice. Revenue is invoiced as earned; monthly subscriptions only. Annual prepayments, refundable deposits, milestone invoices, unbilled contract assets, customer taxes, seller settlements, capitalized interest and tax-loss carryforwards are not modeled.

Collection and supplier terms use 30-day monthly interpolation. Inventory purchases and non-stock direct costs use supplier terms; operating costs, setup costs, taxes and opening stock are paid immediately. Stock coverage applies only to linked goods costs. Production stock is tracked separately at unit cost.

Fictional editorial scenario. Prices, workload, wages, costs and financing are illustrative planning inputs, not current quotes, measured local averages or actual company results.

Source first-year remote HR advisory practice retained for 36 months: two paid consultants including the owner, quarter-time operations support and original five shares/hourly fees. Staffing fixed; three-month ramp and 6% requested growth replace annual consultant expansion. External review/data purchases are 4% services without inventory. No placement commissions, PEO, payroll pass-through or legal practice revenue. Setup paid once; no refundable office deposit. Fees grow 2%, payroll/fixed costs 3%; 21% tax and 15% employer allowance are simplified.

A 15% illustrative employer allowance is added to paid salaries. The flat 21% native tax provision is a simplified planning input, not an entity or personal tax opinion. Customer sales-tax receipts/remittances and owner distributions are outside this scenario.

All equity is proposed, uncommitted month-0 cash. No debt is modeled. Opening cash is a reserve, not an extra startup expense. Asset/setup/insurance/premises allowances need scoped quotes; refundable premises deposits and site-specific additional works are excluded.

Calculation basis: operating and pre-opening periods remain separate. Stock, supplier terms, depreciation and debt terms affect profit and cash differently. Payback is project cash before financing, not an investor distribution. Review the assumptions and accounting policies alongside these statements.