

# Why Not Consulting!

## THE LAUNCH PLAN



**FAST -- in 3 weeks**

**FRUGAL -- for \$300**

Thomas Legere  
Albert Howard

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## Copyright Information

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### Update

This eBook was updated on December 17, 2009.

## Introduction

### Scope

The *Launch Plan* is a practical, streamlined blueprint for starting up a consulting business in three weeks for less than three hundred dollars.

### Target Audience

The *Launch Plan* is written for the early stage consultant, for the dislocated professional who has decided to startup a consultancy, and for the skilled worker who is evaluating the consulting option while still employed. The authors anticipate a reader who has a marketable skill, a sense of urgency, and who will copy intelligently and customize as appropriate.

### Authors' background



**Tom Legere**

We were technology industry executives before we reinvented ourselves as independent consultants. During our transition from employee to consultant, we faced and resolved many of the issues that challenge the lone consultant. *The Launch Plan* is our journey stripped of mistakes, distractions and unnecessary spending.



**Skip Howard**

We believe that we have done more than simply repackage useful information. We have designed a unique cooperative venture, *Why Not Consulting*, which supports and empowers the independent consultant. Our Co-op model is based upon the 3M Company's organizational design.

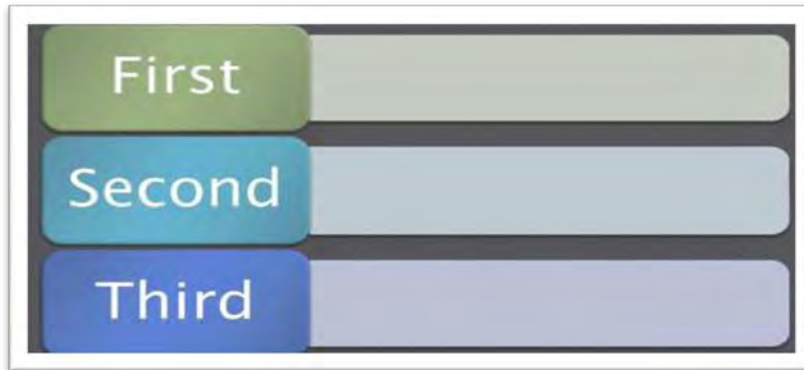
*'3M behaves like 500 separate companies who happen to share copy machines, a marketing department and a logo.'* – Fred McFadden, Ph.D.<sup>1</sup>

### Acknowledgements

Don Maher, President of Maher Marketing, Inc., for offering to hire me as a consultant the day after my employer announced the closure plan for the plant that I managed, for acquainting me with the concept of Crandall's Way consulting<sup>2</sup> and for inspiring me along the way.

– Tom Legere

## I. How to Use the Launch Plan



This eBook is purposefully sequenced and intended to minimize your time to results.

### 1. Convenient LINKS

This eBook contains live links. Simply click on the underlined link. For example:

Visit us at [www.whynotconsulting.com](http://www.whynotconsulting.com) or

- Link: [Video: Jumpstart Your Consulting Business](#)

### 2. The Launch Plan CHECKLIST

The *Checklist* is the step-by-step *Launch Plan* outlined in an excel spreadsheet. Download it at the link below and use it to track progress.

- Link: [The Launch Plan Checklist](#)

The *Checklist* includes an estimated cost for each step of our recommended course of action (OUR PLAN Cost) and compares this to an alternative plan (Alternative PLAN Cost).

Please review the *Checklist* on the following two pages.

Table 1: Launch Plan Checklist

# Step	LAUNCH PLAN CHECKLIST Action Item	OUR PLAN Cost	Alternative PLAN Cost	Date Done
<b>I. How To Use The Launch Plan</b>				
1	Convenient LINKS	\$0	Time	
2	Download the launch Plan CHECKLIST	\$0	Time	
<b>II. From Time Zero to Business Cards</b>				
3	Business Plan Executive Summary -- Draft	\$0	Time	
4	Select the initial business structure	\$0	\$0	
5	Business credit card	\$0	\$0	
6	Business checking account	\$0	\$0	
7	Research business name availability	\$2	\$2	
8	Select business name	\$0	Time	
9	File DBA certificate	\$20	\$20	
10	Reserve business name	\$40	\$40	
11	Choose job title -- list in ebook	\$0	\$0	
12	Business phone -- Toll Free	\$0	\$0	
13	Business phone -- Main	\$60	\$60	
14	Business fax (optional)	N/A	N/A	
15	Business mailing address	\$44	\$149	
16	Website address (without ebook discount)	\$99	\$155	
17	Business email (optional)	\$10	\$0	
18	Business logo	\$0	\$100	
19	Business cards	\$20	\$20	
<b>III. Tax Strategy</b>				
20	Federal EIN	\$0	\$25	
21	Employees	\$0	Time	
22	State franchise tax and reporting requirements	\$0	\$0	
23	IRS expense categories	\$0	\$0	
24	Travel & meal expense requirements	\$0	\$0	
25	Home office deduction requirements	\$0	\$0	
26	Home office decision	\$0	\$0	

# Step	LAUNCH PLAN CHECKLIST Action Item	OUR PLAN Cost	Alternative PLAN Cost	Date Done
<b>IV. Operations Framework</b>				
27	Select financial record keeping system	\$0	\$0	
28	Retain an attorney -- registered agent, contract review	\$0	Time	
29	Forms security: Adobe Acrobat	N/A	N/A	
30	Prepare business templates	\$0	\$100	
31	Determine Pricing Method(s)	\$0	Time	
<b>V. Compile Credentials</b>				
32	Consulting experience list	\$0	\$0	
33	Non-consulting experience list	\$0	\$0	
34	Request testimonials	\$0	\$0	
35	Update professional affiliations	\$0	Time	
<b>VI. Marketing Framework</b>				
36	Personal Picture	\$0	\$0	
37	Elevator Pitch	\$0	\$0	
38	Prepare marketing materials & plan	\$0	\$150	
<b>VII. Business Plan Update</b>				
39	Identify critics for the business plan	\$0	\$0	
40	Identify editors for the marketing strategy & tactics	\$0	\$0	
41	Business Plan Executive Summary -- Rev1	\$0	Time	
<b>VIII. Focus Groups</b>				
42	Submit the marketing framework to the mkt. editors	\$0	\$0	
43	Present the Executive Summary to the biz plan critics	\$0	\$0	
44	Edit and refine the Business Plan	\$0	\$0	
45	Edit and refine the marketing materials	\$0	\$0	
<b>IX. Visibility</b>				
46	Publish webpage/website	\$0	Time	
47	Publish company eBrochure	\$0	Time	
48	Exploit LinkedIn:	\$0	Time	
49	Copy LinkedIn strategy on other network sites	\$0	Time	
<b>LAUNCH YOUR MARKETING CAMPAIGN!</b>				
<b>Total Cost of the Alternative Plan</b>			<b>\$821</b>	
<b>Total Cost of Our Plan</b> (w/ebook discount)		<b>\$270</b>		

## II. From Time Zero to Business Cards

### 3. The Business Plan Executive Summary – Draft

A formal business is not required because your independent consultancy will be self-funded. And yet a startup business ought to have a business plan.

We do not recommend a lengthy, formal business plan but rather PowerPoint executive summary of about 15 slides. The following outline is our adaptation of Guy Kawasaki's *Investor Pitch* model<sup>3</sup> and a funding request outline preferred by an Austin Angel Network<sup>4</sup>.

At this stage, we recommend that you create a cursory, rough draft of the executive summary. Acquaint yourself with these simple-sounding but not-so-easy-to-answer questions. We will revisit the executive summary in the Business Model & Strategy chapter.

- Link: [Business Plan Executive Summary template](#)

Table 2: Business Plan format

#	Slide Title	Content
A	<b>Title Slide</b>	Name, contact information, what our business does
B	<b>Contents</b>	Table of contents
1	<b>Introduction</b>	Who we are, mission statement, vision statement
2	<b>Opportunity</b>	What problems do we address?
3	<b>Value Proposition</b>	How we create solutions
4	<b>Business Model</b>	How we make money
5	<b>Target Market</b>	Who are the customers? The industries that we serve.
6	<b>Competitive Analysis</b>	Who are the competitors? How do they service the target market? What do they cost and how do they charge?
7	<b>Differentiation Strategy</b>	Our competitive edge and our roadmap, e.g. timeline for growth
8	<b>Marketing &amp; Sales Plan</b>	How will we reach the customer and what are our marketing leverage points?
9	<b>Management Team</b>	Management bio and, if applicable, alliance partners
10	<b>Financial Plan</b>	Five year forecast, key metrics & assumptions, pricing table
11	<b>Current Status</b>	Accomplishments, timeline, and near-term outlook
12	<b>Appendix</b>	Backup data

#### 4. Initial Business Structure

We recommend starting up as a sole proprietorship and incorporating at a later time. Filing requirements are minimal, and you avoid becoming sidetracked from the real business launch.

- Neither a business license nor a state tax license is typically required for a sole proprietorship. There are some types of businesses that require licensing – doctor, sale of alcohol etc., but not specifically consulting. Verify that your business will not need a special license with your state’s corporation commission or equivalent department.
- The liability protection of an LLC or Corporation is not needed at this moment. For now, defer spending the money (about \$300 in Texas), and in particular the time – e.g. writing Articles of Organization, applying for a state franchise tax number or becoming familiar with LLC reporting requirements.
- Form an LLC or Corporation later and transfer any assets from your sole proprietorship to the new entity. This transfer does not constitute a conversion<sup>5</sup>, so it is unlikely to add expense on top of the fees that are being deferred.

#### 5. Business Credit Card

Separate your business and your personal expenses. Designate a personal credit card as exclusively for business use. Depending upon your level of business with your bank, you may be eligible for a free business credit card. At tax time you will be happy that you made this distinction now.

#### 6. Business Checking Account

Designate a personal checking account or savings account with checking privilege as exclusively for business use. Depending upon your level of business with your bank, you may be eligible for a free business checking account.

#### 7. Research Business Name Availability

Select a name for your business and conduct name availability and name use searches on the internet and at the county, state, and federal level before finalizing your decision.

Domain Names: In addition to an internet search (e.g. Google); check domain name availability from a domain registrar.

- Link: [Domain Registrar](#). Then input to the “start domain search” field.

DBA: The “doing business as” name is also called an assumed name, trade name or fictitious business name. For a sole proprietorship the legal business name is the business owner’s legal name, e.g., John Q. Public. We recommend that you conduct business with a DBA rather than your personal name.

“The phrase ‘doing business as’ (abbreviated DBA or d/b/a) is a legal term, meaning that the name under which the business or operation is conducted and presented to the world is not the legal name of legal person or persons who own it and are responsible for it<sup>6</sup>.”

- Link: [DBA by State](#) – for each state’s DBA filing and name availability search processes

Legal Business Name: For partnerships, LLC's and corporations the legal business name is registered through the state. Since you will be forming a partnership or corporation in the near term future, now is the time to identify and reserve your future business name. State regulations, options and agencies vary. Use the "DBA by State" link above to find the appropriate state agency through which you may conduct a business name availability search. In Texas this can be done electronically through the Secretary of State:

- Link: [Legal Name for Texas](#) or select the "DBA by State" link above.

Trademark Business Names: are registered at the federal level. You can search these free at TESS (Trademark Electronic Search System)

- Link: [Trademark Business Name](#). Then select "TESS"

## 8. Finalize the Business Name Selection

The goal of this process is to pick a DBA (e.g. Chestnut Consulting) that:

- Is not confused with a well known company or a well known domain.
- Is available as a business name (e.g. *Chestnut Consulting*, LLC, LLP, Inc. or Corporation)
- Does not infringe upon a registered trademark name

## 9. Register your DBA

Registering a DBA for a sole proprietorship may not be required, but we recommend this step. You will need to register the DBA once you become an LLC or corporation, so spend the \$20 now and avoid having someone else register the DBA in the interim.

DBA registration is typically done via an in-person application. To locate your county/state office, use the "DBA by State" link above.

*Do I really need a DBA?*

- Yes. First of all, companies use DBA's as a short form name -- e.g. Microsoft PowerPoint versus Microsoft Corporation PowerPoint; and so will you.
- Secondly, and most importantly, it is through a DBA, e.g. Chestnut Consulting, that you begin building the brand recognition of Chestnut Consulting, LLC or Chestnut Consulting Corporation.

## 10. Reserve your Business Name

Reserve the legal business name for your future business structure – most likely an LLC. A single name reservation is good for all of the variants LLC, Corp., Inc., LLP etc.

In Texas the *Certificate of Reservation of Entity Name* costs \$40, and it reserves the name for 120 days. It may be renewed. There is no additional charge when the business is incorporated.

- Link: [Reserve Business Name for Texas](#)

## 11. Choose your job title

We recommend that you use standard titles and avoid titles that imply oversight of a staff of people. Choose your title mindful of what your business name communicates. President at Chestnut Consulting is clear whereas President at XYZ, LLC is less clear. We suggest that Principal Consultant at XYZ, LLC more clearly expresses your ownership role in a company that offers consulting services. Here is a brief list of choices:

### Consulting Focus:

Consultant

Senior Consultant

Managing Consultant

Executive Consultant

Principal Consultant

### Business Ownership Focus

Associate Partner

Partner

General Partner

Principal

President

## 12. Business Phone -- Toll Free

Set up a free Skype account.



Skype's free service connects with your desktop or laptop and allows unlimited free internet calling between Skype accounts holders. The sound quality is good and improves with headphones. Additionally, the service features free video conferencing, screen sharing and teleconference capability. This account could serve as your toll free line. And it travels with you.

- Link: [Business Phone -- toll free](#)

### 13. Business Phone – Main number

We recommend a Skype online phone number with voicemail and call forwarding. As a matter of privacy and caution, we do not advise that you use your cell phone number as your business phone number. We believe that in many circumstances a cell phone number should not be advertised on the internet. But of course this is your decision.



The Skype services combination costs about \$60 per year. It features a real phone number for your business; virtually unlimited calls within the US & Canada; a voicemail that notifies your PC of messages; and it includes free forwarding service to your cell phone. Here is the sequence that you must follow in order to realize the best discount package:

First, you must have a Skype account per the previous section.

Next, sign up for a monthly subscription calling plan for the US & Canada. It costs \$2.95/month with a 15% discount for 12 months or ~\$30 per year.

- Login to your Skype account and select *Shop* then select *Pick a subscription*.
- The subscription entitles you to a **50% discount** for the Skype online number.

Finally, sign up for a Skype online number – it costs \$30/year with the discount.

- Login to your Skype account and select *online number*.
- The online number includes **free voicemail** and **free call forwarding**.

Distinctive Ring: If you office from home, you might consider this feature – a different phone number that shares a phone line with your home phone. Check with your phone service provider. This service is also called *Ident-a-Call*, *Smart Ring*, or *Teen Ring*.

An external answering machine or fax could be set up to recognize the distinctive ring. Compare this alternative with the Skype options outlined previously.

### 14. Business Fax and Scanner (optional)

This is optional and dependent upon your starting point of office hardware and software. We believe that a scanner is most useful. Contracts are normally sent as email attachments, then downloaded, signed, scanned and emailed back to the sender.

As for a dedicated fax number, we believe that it is generally unnecessary. However, if you anticipate business with clients who rely upon paper fax communication and document transfer, then we suggest that you first find out if your fax machine has *distinctive ring setting* or *distinctive ring recognition* capability. If it does, then set up a distinctive ring number through your service provider and set the fax to answer immediately to the distinctive ring tone. This is much simpler and less intrusive to your main number.

## 15. Business mailing address

As a matter of privacy and caution, we do not advise that you use your home address as your business address. We believe that your home address should not be advertised on the internet. Furthermore, if your home office is in a small town or suburb your business may benefit from a more recognizable mailing address.



**Our Plan:** For your business mailing address, we recommend a PO Box from the US Postal Service. Typically the USPS is much less expensive than private mailbox providers, and the post office is as a general rule accessible 24x7. Rates vary by post office.

One additional consideration is **city name recognition**. For example, if you operate from Balch Springs, a suburb of Dallas, you might be better served with a Dallas mailing address, i.e. by a PO Box at a nearby Dallas post office location. Select a post office that is convenient to your travel habits and manage your PO Box account electronically. To check rates, PO Box availability, or to order a PO Box visit the following link.

- Link: [Business mailing address](#)

**Canada:** If your business is located in Canada, we suggest that you check the rates at both Canada Post and private mailbox providers. We do not make a recommendation about the cost differences. To check rates at Canada Post visit the following link.

- Link: [Canada Post PO Box rental](#)

**Alternative Plan:** Some private companies offer a mailbox that looks like a suite address or has a street address followed by a number. These types of addresses may cost 2-3X more than the USPS box. However, if it is critical for you to have a street level address then this is the way to go.

## 16. Business Website address

This section is our recommended solution for consultants who need a business website address; or who are dissatisfied with the cost, maintenance time, or low traffic results of their existing website.



**Our Plan:** Evaluate and join the Why Not Consulting Cooperative and share

- **Visibility through a combined traffic website** *plus...*
- **Time Saving Resources:** e.g., business templates, research tools, publicity links *plus...*
- **Group Marketing** to businesses and a professional listing in Consultantpedia™ *plus...*
- **Scalability** through a network of multidisciplinary consultants *plus...*
- **Group Discounts:** e.g., law firms, brochure printing...

Listing in the Consultantpedia™ includes a **full webpage with a unique web address** that can be shortened and customized to include your business name – e.g. *www.YourBiz.cq.com*. This user-friendly (MS Word-based), self-service, and updatable webpage serves as your Home Page. The linked eBrochure serves as your downloadable web content and an important marketing tool.

- See the details in chapter XI Why Not Consulting! Membership Value Proposition.

### **If you have a website**

...then generate traffic to your website through your website link in your Consultantpedia™ profile and share in the resources of the Cooperative.

### **If you own a domain name only**

...then forward the domain to your webpage in Consultantpedia™. This can be done quickly and easily.

- See *Domain Forwarding* in the *How-To Library* section.

## 17. Business email

We recommend a business email address rather than personal email.

A business email, *YourName@chestnutconsulting.com*, conveys a higher sense of professionalism than *YourName@gmail.com* or *YourName123@aol.com*. Additionally, this is an area where the independent consultant ought to separate business from personal matters.

**Our Plan** includes an optional business email. This option is available through the *Why Not Consulting* membership application process. The email account is the name that you specify, e.g. *YourName@whynotconsulting.com*. After a one-time setup fee of \$10 the email account renews at no charge along with your future membership renewal.

This email account can be set up to forward to Microsoft Outlook; and Microsoft Outlook can be set up to send email from Outlook using *YourName@whynotconsulting.com* as the “from” address. Setup is easy, you can have multiple accounts forwarded to Outlook, and that way you do not have to learn another email system.

- See *Email Forwarding to Outlook* in the *How-To Library* section.

## 18. Business Logo

At this point a custom logo does not create credibility for a company that does not yet have a business plan, elevator pitch and marketing materials. We recommend that the business design is completed before the custom logo design. Networking can be and ought to certainly be jumpstarted immediately.



Our recommendation is to bypass the custom logo step for now and in the meantime, download the *Why Not Consulting* membership affiliate logo. This can serve as a working logo until such time as you are ready to

investigate and pursue a custom logo design.

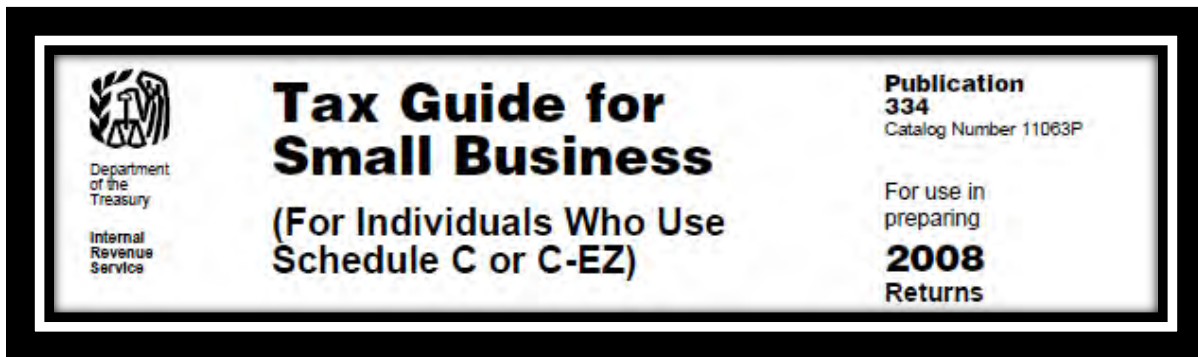
- Download this logo at *Member HQ > Member Services* page

## 19. Business Cards

Order a set of business cards via the internet from Vistaprint or FedEx Office (formerly FedEx Kinko's). Both have a good selection of styles. Input your data to the template of your choice, and for ~\$20 (Vistaprint) or \$30 (FedEx Office) you will have 250 “premium” cards delivered to your door in a few days. Inclusion of a logo is a small additional charge.

- Link: [Vistaprint business cards](#)
- Link: [FedEx Office business cards](#)

### III. Tax Strategy



#### 20. Federal EIN

Get an Employer Identification Number (EIN) for your business. While an EIN is unnecessary for a sole proprietorship, it identifies the company and transfers with it when the company changes its business structure. The EIN is free and you may apply for one electronically.

- Link: [Federal EIN](#) or call 800-829-4933

#### 21. Avoid Hiring Employees

As independent consultants our goal ought to be to operate and remain as an employee-free owner for as long as possible. The sole proprietorship structure and sole proprietor LLC allow the startup business to bypass a myriad of rules, regulations, and reporting requirements that are geared toward larger scale companies.

In the future employment requirements will continue to grow more comprehensive and more regulated as health care and carbon footprint become the next Sarbanes-Oxley styled statutes. As regulations increase and burden employers with additional statute learning and compliance reporting, the incentives to hire employees will continue to diminish. Already the carbon footprint definition includes the energy consumed by employees in their transportation to and from work<sup>7</sup>.

These trends provide a welcome if unintended boost to consulting businesses. And we intend to seize the advantage. Employee-avoidance does not mean that the lone consultant must remain alone. The WNC Cooperative brings together multifunctional group of consultants to act collaboratively and collectively. Whether sharing a template, using a forum to query an expert, or forming a project-based alliance partnership, the independent consultant may use the resources of the Cooperative **to scale his or her business without hiring employees.**

#### 22. Avoid the state franchise tax and LLC/Corporation reporting requirements

State franchise taxes and LLC/Corporation reporting requirements are two good reasons for the business to remain as a sole proprietorship during the pre-revenue stage and until liability protection is needed.

### 23. Expense Categories: Review IRS form 1040 Schedule C

As a sole proprietor, you will report your business results on the IRS Form 1040, Schedule C. Familiarize yourself now with the expense categories and with the reporting requirements. The first year of business operations has some additional startup allowances. This may influence a business decision. The requirements are fairly straightforward. Schedule C reporting simplicity is another reason to remain as a sole proprietorship until greater liability protection is needed.

- *Schedule C – What expenses go where for your business?*, from The Motley Crew (March, 2009): [See Appendix](#)
- Link: [1040 Schedule C form](#) and [1040 Schedule C instructions](#)

### 24. Review the travel and meal expense regulations

These rules are different than when you were reimbursed as an employee. Be aware of the optional per diem meal rates and the maximum per diem lodging rates. These vary by city, county and state.

- Link: [Standard Mileage Rate](#)
- Link: [Publication 463 – Travel, Entertainment, Gift and Car Expenses](#)
- Link: [Key pages and Highlights of Pub 463](#)
- Link: [Publication 535 – Business Expenses](#)
- Link: [Publication 1542 – Per Diem Rates](#)

### 25. Home Office Deduction Considerations

Review the home office deduction requirements.

- Link: [IRS Transcript for Home Office Deduction](#) – 2 pages
- Link: [Publication 587 – Business Use of Your Home](#)

### 26. “Off limits” Home Office

Set up your "off-limits" office room now, if you plan to take the home office deduction.

## IV. Operations Framework

A rapid, professional and concise information exchange is critical to winning business. This section is about being professionally and operationally ready to conduct business.



### 27. Financial reporting software

This choice depends upon your background and your software portfolio. As a general rule if you already have and are familiar with an excel spreadsheet system or Quick Books or another accounting program then this will probably be adequate for your needs. If you do not have or are not familiar with these types of programs then continue on...

'The right financial software program can provide major time-saving benefits. Free up your human resources for more profitable tasks by automating your key financial processes. Choosing the appropriate software for your business will enable you to quickly make business decisions based on accurate, up-to-date financial information...

'No matter what size your company is, you need to accurately track your key financial information in order to maximize profitability and reduce overhead expenses. Financial software packages provide you with the modules you require to automate the tracking of revenue in and expenses out. The ability to quickly assemble financial statements and balance sheets within an integrated system not only eliminates lengthy manual processes; it also provides the necessary data to make important business decisions.'<sup>8</sup>

Before you select an off-the-shelf software package we suggest you make a list of questions to eliminate surprises and get the best value for the money. The following is intended to start you down that process:

- How much customization does your software require?
- Is the user-face intuitive?
- How do the features relate to my business?
- Will the software support my future growth?
- Is the software scalable? Can I add modules and users?
- Is the software operating system compatible with my computer environment?
- What kind of phone support is available from the software manufacturer?

We recommend that you utilize a free service from CPA Online. They have classified financial software by developer and application with lots of information on hundreds of products. This service is absolutely free with no obligation to purchase any software.

- Link: [CPA Online](#)

### 28. Legal Services

We recommend that you retain an attorney to serve as the registered agent for your business – this is not required for a sole proprietorship, but it will be required when you incorporate or form and LLC – and to review contracts on an as needed basis. Now is the time to evaluate and select an attorney.

For WNC members who need an attorney referral, a strong starting point is the Service Provider Catalog. Keyword search “legal services” and find an employment law/ business contract attorney(s) for your respective state. Preferred Providers have been screened by members and they typically provide a discount or an extended service offering to our membership. Select the *Member HQ* button, and then the *Catalog* button.

## 29. Adobe Acrobat

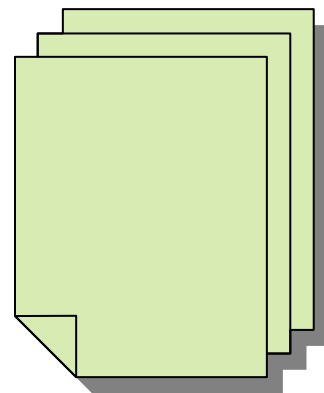
This is an expensive program that is valuable for converting files to a format that anyone can read (Adobe Reader), reducing the size of the file, and most importantly for locking contractual documents. If you have a student in college they can purchase this program inexpensively. A focus group reader of this ebook recommends: “Primo PDF is free and works great for printing anything even web pages. I use it all the time.”

Link: [Free PDF converter](#)

## 30. Prepare Business Templates

Here is a brief list of some of the basic forms and documents required for business:

- **Proposal Format**
- **Reporting Form**
- **Contract Template**
- **Expense Report**
- **Billing Statement**
- **Project Follow Up Form**
- **NDA (non-disclosure agreement)** – e.g., you subcontract someone to assist on a project
- **Mutual NDA** – your client does not have an NDA or is willing to use yours



**Our Plan:** Why Not Consulting members access a shared template library of working documents. These documents have been used by consultants in real world consulting assignments. There are no additional fees for personal business use by our members.

- Access *Member HQ*, select *Resource Library*, then select *Business Templates*.

**Alternative Plan:** Create your own forms or buy templates from LegalZoom or one of their competitors. If you choose to purchase then you should plan on a minimum of \$25 per form. These firms offer additional services, for a fee, some as simple as filing for an EIN.

### 31. Pricing Strategy, Methods and Billing Frequency

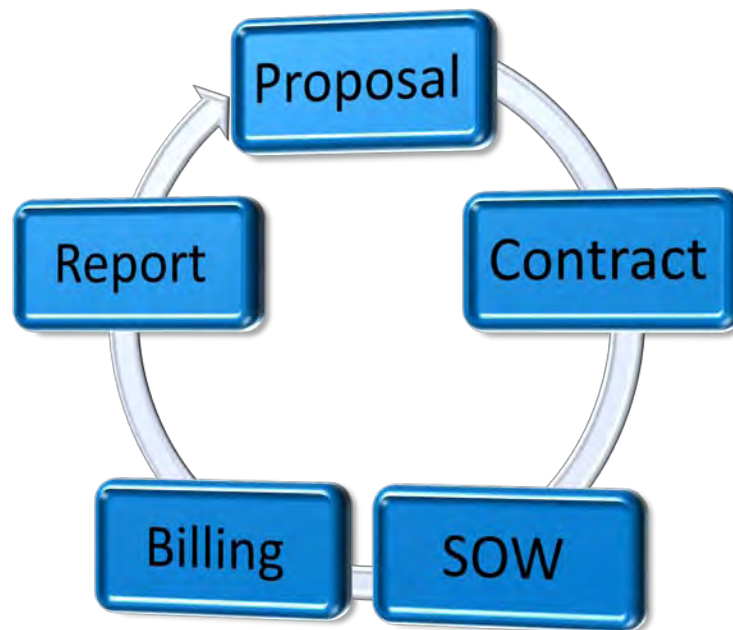
Do you charge by the hour; as a percentage of time allocated; by project deliverables; or perhaps as a return on improvement in metrics? Do you utilize “Crandall’s Way” as outlined in John Lucht’s Rites of Passage?<sup>9</sup> How do you charge for travel time, e.g. flight to Asia? Why do you charge so much?

Determine your pricing strategies and construct a **pricing table** for your eyes only. Then boil it down to a format so that you can present it to a client with alternatives (if applicable).

**Our Plan:** Consulting Partners (members) in our Cooperative have access to sample pricing tables and samples of billing and project pricing strategies.

- Access *Member HQ*, select *Resource Library*, then select *Business Templates*.

**Alternative Plan:** Search the internet and/or start from scratch. Buy a consulting book.



## V. Compile Credentials

### 30. Compile a consulting experience list

List your consulting experience and also list projects where you have consulted with another company as an agent of your employer. Did you visit a subcontract company and set up a captive operation? Did you teach a management, cycle time or manufacturing engineering seminar?



Did you implement a quality system, a lean manufacturing program, or an asset based accounting model? Did you participate in a technical or knowledge transfer? Did you provide these types of services for another division or a subsidiary of your employer?

Include any and all *pro bono* assignments, i.e., assignments where you have provided services without charge. For example, if you have served as the volunteer tax accountant for your HOA (homeowners association), the comptroller or finance committee chairman for your church or club, the building or special project chairman for any organization, the fundraising chairman for any nonprofit, civic or educational entity.

In all cases list the scope of the activity, the goals, budget, accomplishments, any unique resources that were deployed and the key customer or customers to whom you reported.

### 33. Compile a specific, non-consulting project and experience list

Your resume is the logical starting point. Since it was designed to create a match with a specifically defined position, it will need to be modified in order to adapt it to a consulting value proposition. The reverse chronological format that legitimates your resume's pyramid of promotion<sup>10</sup> does not serve the business value proposition particularly well.

The functional resume or topically-oriented resume – frowned upon by retainer recruiters<sup>11</sup> as a resume format – is well-suited as a value proposition provided that it is supported with precise and fact-filled testimonials.

“Consulting is not a profession in itself, but a way of practicing one<sup>12</sup>”. Visualize your work history as though it was a series of consulting gigs. Determine who the customer was, what consulting-marketable skill was involved, and how you would use this as a case study for your value proposition.

### 34. Request testimonials

Contact the clients of your past projects and request testimonials from each. Be specific about the subjects that you would like to have covered.

Most people are busy and look at writing references or testimonials with the same sense of avoidance that hinders performance review writing. Write a draft of the testimonial and ask your colleague to edit, amend, and sign it. Tell him/her why you need this testimonial.

After you have included the testimonial on your website, in your eBrochure, or in a marketing document be certain to send the colleague a sample or link. Reiterate your thanks and update him/her on your consulting business launch.

### 35. Update Professional Affiliations

This is also a good time to take stock of your professional affiliations both past and present. Decide if an organization is something that you ought to highlight on your website, biography or marketing literature. If it is then join or rejoin now.

If you are not going to highlight the organization then address it later when you launch your initial marketing campaign.

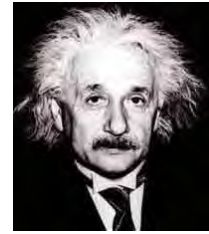
For members who feel that they need to join some sort of professional networking group, we have a list of free or inexpensive professional association groups in the How-To Library.



## VI. Marketing Framework

### 36. Personal Picture

This is for use with the website, biography, Skype and other media. Your picture, like a thousand words, helps to personalize and professionalize your business. The picture will be posted in an area the size of a postage stamp. So it must be a head shot only.



Your picture is essential to your network recognition. There are 43 million registered users on LinkedIn<sup>13</sup>. There are about 50 million profiles in ZoomInfo<sup>14</sup>. Many of the business associates from your contact lists will be people whom you met some time ago and when you were with a different company. How many people have told you 'I am not good with names, but I do remember faces?' **We urge you to make your personal picture a priority.**

### 37. The Elevator Pitch

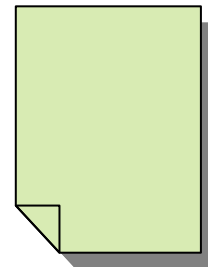
An *elevator pitch* is an overview of an idea for a product, service, or project. The name reflects the fact that an elevator pitch can be delivered in the time span of an elevator ride (for example, thirty seconds and 100-150 words).

- You will use this as your *business profile* – typically limited to 150-250 characters – to list your business in other directories
- Access *Member HQ*, select *Resource Library*, then select *How-To Library*.

### 38. Prepare Marketing Materials

Here is a brief list of some of the basic forms and documents required for marketing:

- **Biography (with photo)**
- **Webpage**
- **Company eBrochure**
- **Mailing & email brochures (one page)**
- **Marketing Cover Letter**
- **Phone Call script**



**Our Plan:** Why Not Consulting members access a shared template library of working documents. These documents have been used by consultants in real world consulting assignments. There are no additional fees for personal business use by our members.

- Access *Member HQ*, select *Resource Library*, then select *Business Templates*.

**Alternative Plan:** Create your own forms or buy templates from a document source or one of their competitors. If you choose to buy then you should plan on a minimum of \$25 per form and at least \$100 for marketing plan software.

## VII. Business Model & Strategy

The purpose of this phase is to engage in the entire business concept and strategy, to seek expert advice, and to practice articulating the value proposition.

### Competitive Analysis

The depth and incisiveness of your competitive analysis will prove critical to the success of the business. If there is a market for your talent, then there will be competitors.

The presence of competitors does not mean that the market is optimally served, and with some focused research and data collection you may uncover some underserved niche areas.

Who are your competitors? Find both the successful and the unsuccessful. What differentiates them? Who are their customers? How do they connect? Where is the market over-served and underserved? How will you adapt your business strategy to take advantage of the gaps in market coverage? How will you find these customers and how will they find you?

Regardless of how heavily data-mined a body of knowledge may be, a Ph.D. candidate will find an area to harvest for a dissertation. Another Ph.D. lesson is the reason why so many end up as an ABD (all but dissertation). The shortfall is not about an inability to differentiate the subject matter; it is about running out of time and/or money. Our Cooperative saves the independent consultant time and money in standard business support areas.

### Focus Group

The business plan phase provides an opportunity to create a focus group and to acquire specific advice and genuine reaction to your new product. For a volunteer the exercise can be fun. Take a cue from Tom Sawyer and his picket fence painting plan. Tell some of your select colleagues how much fun you are having 'painting your business plan.' They will probably ask how they can help. If not, then invite them.



## Value Proposition

The last of the critical components of the business plan process is the value proposition. Rigorous competitive analysis will provide insight into opportunities and differentiation. The focus group activity will provide insight into the mindset of the client. After taking these inputs and refining the value proposition, you have another opportunity to exploit this phase. Present the amended business plan to your focus group colleagues on an individual basis. This creates an opportunity to practice and to time (10-15 minutes max) the value proposition that you will use with clients and alliance partners.

### 39. Business Plan Critics

Identify colleagues – particularly experts in staffing and hiring – who will give straightforward feedback and advice. Seek strategic and tactical ideas from people who have strengths in the areas where you are the least experienced. Ask for their help in advance of completing this revision as the advanced notice will allow time for ideas to percolate.

### 40. Marketing Strategy Editors

Identify colleagues who understand marketing and sales and who will give honest feedback and recommendations. Ask for their help now.

### 41. Write the Business plan executive summary, Rev1

This is perhaps the toughest assignment. Dig deep as this is preparation for the journey ahead. You will be challenged by potential clients, family and friends. And you must be in a position to both welcome and exploit those challenges.

- What do you do? (you have 30 seconds to answer)
- Why should I hire you instead of one of your competitors?
- What makes you different?
- How do you bill for services? Why do you charge so much?
- But you haven't consulted before have you?
- But you have never – [pick one] worked in sales, worked in marketing, owned your own business, written a proposal – before have you?
- Can you make a living that way?
- Consultant? Isn't that a euphemism for unemployed?

The competitive analysis section is critical. It is an opportunity to plagiarize success and to identify special opportunities. For example, within the space of technical grant writers, there are few who have actual experience in the changing world of renewable energy.

In summary, this is an exercise that you must carry out. You must be able to convince yourself and others that there is a market for your skills and that you have a strategy to deal with competitors and to exploit that market opportunity.

Link: [Business Plan Executive Summary template](#)

## VIII. Focus Groups



### 42. Initial Marketing Review

Review the marketing framework materials for consistency and then submit the package to your volunteer editors. Follow up in a few days.

Do not ask general questions like 'What do you think?' Rather ask 'How can we expand the marketing reach' and 'how can we professionalize the look and feel?' or 'what is missing' and 'how can we strengthen the message?'

### 43. Present the Executive Summary to the business plan critics

Send them a copy in advance.

Do not ask general questions like 'What do you think?' Rather ask 'How can we strengthen the value proposition?' and 'have we hit the hiring/project managers buttons?' and 'does this speak to the right level of management?'

### 44. Edit and refine the Business Plan

Ask the *critics* for a final one-on-one presentation. Try it via Skype conferencing. Time it. Ask for feedback on content and delivery. Grade yourself.

### 45. Edit and refine the marketing materials

Ask one editor to serve as the final editor.

## IX. Visibility



Establish your initial visibility.

### 46. Publish your webpage

Instructions and tutorials are on the website.

- Select *Consultantpedia™* then *Profile Tips*.

### 47. Publish your Company eBrochure

Instructions and tutorials are on the website.

- Select *Consultantpedia™* then *Profile Tips*.

### 48. Exploit LinkedIn

This is perhaps your most important social networking for business site.

- Revise your LinkedIn profile to focus upon your consulting business
- Use the *Add company* feature to add your business to the LinkedIn company database.
- Add your webpage link to your LinkedIn profile (3 links allowed)
- Add your eBrochure link to your LinkedIn profile.
- Download the LinkedIn toolbar to link LinkedIn contacts with MS Outlook.

### 49. Proliferate the LinkedIn Strategy

Perform similar strategies with other business networking sites.

**Congratulations you are ready to LAUNCH your MARKETING CAMPAIGN!**

## X. Cost Summary & Options

The following table isolates *The Launch Plan* items that cost money. It highlights two startup cost options and the Year 2 and beyond annual cost of maintaining the business.

The *Full Launch Startup* option is the cost of our recommended course of action. The *Bare Bones* option might be suited for an individual who is forming a ready-to-go consulting business. This cost summary provides a range of startup cost and annual cost.

**Table 3: Cost & Options**

#	Cost Items	Cost	Notes
1	<b>Membership Dues</b> <i>Website address</i> <i>Webpage</i> <i>Business Logo</i> <i>Premium Business Listing</i> <i>Business Templates</i> <i>Business Research Tools</i> <i>Knowledge Network</i> <i>Service Provider referrals &amp; discounts</i>	\$99 <i>included</i> <i>included</i> <i>included</i> <i>included</i> <i>included</i> <i>included</i> <i>included</i> <i>included</i>	Annual unique member updatable WNC consulting partner logo Consultantpedia™ FREE premium database access resource library, member forums in the Service provider Catalog
2	<b>Business Phone - Main</b>	\$60	Annual
3	<b>Business Mailing Address</b>	\$44	Annual
4	<b>Business Name reservation</b>	\$40	One time fee
5	<b>Business Cards</b>	\$20	250 cards
6	<b>DBA Certificate</b>	\$20	One time fee
7	<b>Business Email - unlimited storage</b>	\$10	One time fee
8	<b>Research - business name availability</b>	\$2	One time fee
#	Startup Options (Year One)	Cost	Notes
1	Full Launch Startup	<b>\$270</b>	with ebook discount
2	Bare Bones	<b>\$139</b>	Co-op membership, DBA, Biz cards and Biz email
#	Annual Cost (Year 2 & after)	Cost	
1	Full Launch Startup	<b>\$203</b>	
2	Bare Bones	<b>\$99</b>	

## XI. Why Not Consulting! – Our Membership Value Proposition

### Evaluate Us

- **Website:** <http://www.whynotconsulting.com>
- **Video Introduction** – For the INDEPENDENT CONSULTANT  
Link: <http://www.youtube.com/watch?v=VJBKSHxYRPY> (2:29 minutes, 5.8 MB)
- **Jumpstart Your Consulting Business Video** – For the EARLY STAGE CONSULTANT  
Link: <http://www.youtube.com/watch?v=T6YRDPG-h0M> (2:11 minutes, 5.5 MB)
- **Exploit Consultantpedia™** – For HIRING FIRMS  
Link: [http://www.youtube.com/watch?v=lwlyg2\\_mP3E](http://www.youtube.com/watch?v=lwlyg2_mP3E) (2:10 minutes, 4.7 MB)

### Our Value Proposition

For the **independent consultant** we offer a value proposition that includes:

- ✓ Scalability through a network of multidisciplinary consultants
- ✓ Group Marketing to businesses through our Consultantpedia™
- ✓ Visibility through a combined traffic website (i.e. point traffic to your website)
- ✓ Shared Resources: e.g., business templates, research tools, publicity links
- ✓ Group Discounts: law firms, brochure printing etc.

For the **early stage or start up consultant** we can be a catalyst with:

- ✓ The Launch Plan – a free ebook
- ✓ Our How-To Library – business plan, elevator pitch etc.
- ✓ Web Address – the member profile page has a unique address
- ✓ Company Brochure: templates, storage and link-ability

### Join Us!

- LINK to join: [www.whynotconsulting.com](http://www.whynotconsulting.com). Select *Join Us*, then *Consultant Application*.
- **Annual cost = \$99 or \$74** if you use the time sensitive Why Not Consulting [membership discount coupon](#) in the Appendix section of the eBook.

## XII. Appendix

### ***Membership Discount Coupon***

**Code: LAUNCH**

Value: 25% discount (time sensitive offer)

Where: [www.whynotconsulting.com](http://www.whynotconsulting.com)

### **Schedule C - What expenses go where for your business?**

March 28, 2009 – from *the Motley Fool*

Link: <http://caps.fool.com/Blogs/ViewPost.aspx?bpid=171890&t=01007737217973478225>

#### **Copy:**

“This is the promised list of where to put business expenses by category on a Schedule C for your taxes. Hang on to it. Print it out. This doesn't change. Also, lumping all of your expenses together and sticking them under misc. is possible, but it gives the IRS computer a case of heartburn. Instead of Tums, the IRS computer could call for an auditor to chomp on the offending return. Then you still have to break this stuff out anyway. Comments from other tax preparers are welcomed (the 2006 tax code was the same word length as 10 King James Bibles, for one person to know all of that would be insane) - Oh, and if you are one of the ones that requested this, I hope it helps. You know to use at your own risk (standard disclaimer, all cases different, etc, etc, blah, blah, blah, due diligence, and all that stuff)

First two special situations -

“If this is the first year for your business, you have a box to mark on the form (or a question on the automated program to answer) BE SURE YOU MARK THIS. A startup business has more expense than one that is underway. That is taken into consideration.

“If you expected a W-2 and got a 1099-MISC with box 7 filed out, you are your own business - surprise! You may have done landscaping, personal training, painting, office work, the list is endless. By paying you this way, your employer didn't have to pay benefits, Social Security, or Medicare. If you are not certain, look at your last pay stub. If there are deductions for Social Security and Medicare, you are on a W-2; otherwise, you are a contractor.

If this is you (the sudden personal business), figure up the number of days you went to work. Google the distance from your home to your work (double it to get a round trip). Round trip mileage multiplied by days worked is the basic business mileage you can claim. Use a form CEZ. The

first half of the year, each mile driven takes 50.5 cents off of your income. The second half of the year, the rate goes up to 58.5 cents per mile. If you take this, you cannot deduct new tires, repairs, gas, or any other car expense, but it will also reduce your income drastically. The place you worked is considered the place you commuted to. Other of these expenses may apply. Usually you can use the short form of CEZ. - Lots easier!

Expenses -

“Advertising (line 8) - advertising and promotional costs like print or media ads, business cards, mailers, brochures, wavers out front, signs, pens and give-away items with the company name, samples or freebies to promote business, Include here also any sponsorships like buying an ad in a high school sports program to promote the business (AAA business wants to wish the Warriors a great season)

“Car/Truck expense (9) - mileage cost for your vehicle (figured on part II of schedule C) OR (and you only get one or the other) from Form 4562, your gas, oil, repairs, insurance, depreciation, license tags

“Commissions/Fees (10) - Vary by state and locality - Business license, medical license, vendor fee for set up in a public place, inspection fee, any fee which must paid in the course of opening your business

“Contract Labor (11) - Landscaper, Electrician, Remodeler, Cleaning service. You hired a contractor to handle some one time job like replacing a roof or an ongoing chore like keeping the landscaping up to par so that you don't have to. The key is that you hired a company to handle this.

“Depletion (12) - Rare - Are you working with an exhaustible natural resource (mining, wood, quarry)? If not, skip this. If so, get help from someone who has dealt with it. I have not.

“Depreciation and section 179 expense deductions (13) - The gist of this one is that when you buy a large ticket item for your business, whether it is a car or a computer, there is a table that will tell how long it should last. Each year, you get to write off a portion of that cost so that at the end of the item's life, you have effectively written the whole thing off. You will need some help on this as well.

“Employee Benefits (14) - For your employees only - health, accident, life insurance premiums; also, dependent care, education or adoption assistance, even achievement awards for long service, any benefits that you supply to your employees. (You can deduct your health insurance premiums on line 29 of your 1040 or as part of the medical deduction on Schedule A, POSSIBLY)

Insurance (15) - Again, Not your insurance (see 14). This insurance is for your business and for the operation of your business. Examples would be liability (the coffee is hot, ma'am), fire (yes, ma'am, really hot), theft, robbery, flood, hail, volcano, Acts of God, [too much? Okay]

“Interest (16) - Interest on loans to finance your business, on credit card charges for business expenses, and interest on a vehicle loan for car or truck used in business (if car used 1/2 time in business, deduct 1/2 interest here, 1/2 on schedule A-which you may or may not need) Just as a word of warning here, If you are going to be doing a lot of credit card purchasing for business needs, you would do well to open a card just for your business and keep the accounts separate.

“Legal/Professional Services (17) - fees for tax advice and tax preparation (boy, do I wish I knew where to send a bill \*sigh\* - rec maybe?) And in the infinite wisdom of our tax system (you will love this one) only the cost of preparing the schedule C, CEZ, SE, 4562, 8829, and accompanying worksheets can be deducted here because they have to do with your business) Figure that at \$100-\$300 per business. If you and your spouse have separate yours, mine, and ours businesses, for instance, that could be \$300-\$900 depending on the complexity. Other business professional services can be included here. I put accounting, payroll, and reference firms under contract labor on line 11. Other tax preparers may put them here. Either works.

“Office Expenses (18) - Office Supplies - Ink, paper, toner, pens, staplers and staples, paper clips, folders, and, guess what? If you have an office with a public bathroom, then use that company credit card to buy hand soap, towels, toilet paper and the rest because it is deductible too. Coffee service is here if for clients. You can put snow removal, lawn care, cleaning service under this also. Remember that the name of the game is to spread the expenses out so that you have something under as many spots as possible.

“Pensions/profit-sharing Plans (19) - This is where you add in the cost of any contributions you made to pensions or profit sharing plans *for your employees*. Once again, you will look back to your 1040 form, on line 28 to record any contribution that you made for yourself. (And of course, once again the line 28 of 1040 comes with the modifier MAY be able to take)

“Rent or Lease (20) - You have two lines here -

“20a - this is for leasing a vehicle, machinery or some equipment. (If you kept the lease going for more than 30 days, you may need to look into something called the inclusion amount which may reduce the amount that you can put on this line)

“20b - this is for payments of office rental or rental of other spaces for storage and any real property leases that didn't fit onto 20a

“Repairs and Maintenance (21) - This one refers to cost of labor, supplies and any other items that do not increase the value or life of the property. It broke and you had it fixed. If you fixed it yourself, you cannot pay yourself and then deduct the labor. If you replaced whatever broke with something new, you need to put that under a new purchase - 13 for a big item, 18 or 22 for a small item.

“Supplies (22) - Are you producing a product? What do you need to create it? What must you order to have it in stock? Those are your supplies. Put the cost of them here. Do not include your inventory. (Cloth for a seamstress = supplies, cloth for a cloth store = inventory. The first example belongs here. The second does not.)

“Taxes (23) - If you don't take a tax off somewhere else, it falls into this category. Look at it like this - on an office space, it goes in with the rent but not here. Sales tax on merchandise you sell is turned over to the state and not reported here. HOWEVER - You can deduct real estate and personal property taxes on business assets, employer's share of FICA taxes, federal & state unemployment tax aid, Federal highway use tax, business permits, and licenses and taxes on a car or truck used in business (if car used 1/2 time in business, deduct 1/2 taxes here, 1/2 on schedule A- which you may or may not need)

Did I hear someone say that they hate taxes?

"Travel, Meals, Entertainment (24) - Not even going here - You have to be away from your "tax home" overnight. That means away from where you do business, not away from where your family lives. The expenses have to be business related. There is a portion of the schedule C to enter these expenses and then you will get to deduct either 30 or 50% of the total allowable. The 3 martini lunch is folklore. Wiped out by an overzealous media. Business travel is mainly a lot of very unhappy people sitting 1 to a table, wishing they were somewhere else. And Not at all the glamour painted. Even in the so-called hot spots. Oh, the entertainment part. You and a client and you need to be getting some business done. Sorry

"Utilities (25) - If it is directly related to the business, list it here. Telephone, lights, gas, etc. If you have a separate office away from home, deduct 100%. If you have a pager or cell that is business only, 100%. If you use part of your home, take the square footage of the home, the square footage of the work only area and that will give you the percent of work space in your home. If it is 15%, take 15% of your utilities. (A construction worker that housed his truck, fully loaded with tools, in a locked garage where the only other things were a desk and storage for more work tools could legitimately claim the garage as a home office - if no one else ever parked there)

"Wages (26) - Wages, salary, and bonuses. Medicare and social security that you pay on employees goes in this category as well.

"Other Expenses (27) - You spent it on the business and would not have needed it except for the business. You only used it in the business. Put it here with an explanation of what it is.

Just one last thing,

"If you go in to a tax professional and say, "I'm not going to declare all my income this year." That person should request that you leave. He or She is going to be signing at the end that "to the best of my knowledge this return is full and complete." If it isn't, your tax preparer just lied to the IRS, so why do you think you were not lied to? I will try to find every legitimate way for a person to keep every bit of their own money. Every legitimate way. Good Luck All!"

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<sup>1</sup> Professor Fred R. McFadden, Ph.D., University of Colorado at Colorado Springs; from MBA class notes: Bad 661, Managing Technology for Competitive Advantage (Spring 1996).

<sup>2</sup> John Lucht, *Rites of Passage at \$100,000 to \$1 Million+* (New York, NY, Viceroy Press, 2001) page 453-454.

<sup>3</sup> Guy Kawasaki, *The Art of the Start* (New York, NY, Portfolio, 2004), pages 51-52, 69.

<sup>4</sup> Author notes from TECHBA meeting (Technology Business Accelerator of Austin), June 2009.

<sup>5</sup> Link to this question on bizfilings.com: [http://www.bizfilings.com/products/conversion\\_FAQs.asp](http://www.bizfilings.com/products/conversion_FAQs.asp)

<sup>6</sup> Wikipedia link: [http://en.wikipedia.org/wiki/Doing\\_business\\_as](http://en.wikipedia.org/wiki/Doing_business_as)

<sup>7</sup> Webinar: *Lean to Green Manufacturing – EPA Carbon Footprinting Tool-20090713 1715*, Society of Manufacturing Engineers (SME), July 13, 2009. Playback or download this 51 minute webinar hosted by the SME's Lean to Green Sustainability Tech Group and the EPA's Climate Leaders Program at [www.whynotconsulting.com](http://www.whynotconsulting.com). Select *Member HQ*, then select *Green Energy*, then go to *Links*.

<sup>8</sup> *Find Accounting Software*, a free service from CPA Online.

<sup>9</sup> John Lucht, *Rites of Passage at \$100,000 to \$1 Million+* (New York, NY, Viceroy Press, 2001) page 453-454.

<sup>10</sup> "Pyramid of promotion": Select Committee on Defence Second Report, section 122.

Link: <http://www.publications.parliament.uk/pa/cm199900/cmselect/cmdfence/158/15810.htm>

<sup>11</sup> John Lucht, *Rites of Passage at \$100,000 to \$1 Million+* (New York, NY, Viceroy Press, 2001) page 204. "Don't you just hate topically oriented resumes? Don't you wish everyone did?"

<sup>12</sup> Christopher S. Frings, Ph.D. is a consultant, speaker, and president of Chris Frings & Associates, published in Allbusiness.com: <http://www.allbusiness.com/management/265879-1.html>

<sup>13</sup> Per Wikipedia. Citation dated July 2009.

<sup>14</sup> Per a claim on the ZoomInfo website at [www.zoominfo.com](http://www.zoominfo.com).

# Why Not Consulting!

## THE LAUNCH PLAN



...start your  
Marketing Campaign