Labor Relations and Research Center at the University of Massachusetts, its current home.

Besides Simmons, who serves as executive editor, primary responsibility for preparing each issue is undertaken by the editor, Julie Melrose, an organizer and nationally published journalist and fiction writer who joined the staff in 1986. Her plans for 1989 include:

--a special issue on the impact of technology on work

--a multi-dimensional profile of a cooperative West Coast bakery in transition

--an ongoing series on education, identifying academic and "hands-on" settings where democratic workplace concerns are being incorporated

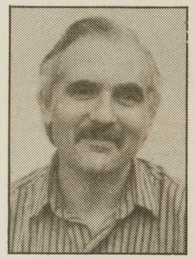
--a series of profiles of human resource directors and managers who have pioneered employee participation programs.

Workplace Democracy's range is as broad as the developing field, encompassing virtually all employee participation structures: quality circles, quality-of-working-life groups, self-managing teams, employee stock ownership plans, worker cooperatives, and Scanlon plans. Beyond special feature sections highlighting particular workplace innovations, each issue contains news briefs, media notes, book reviews, and a calendar listing designed to keep readers up-to-date on events and resources nationwide.

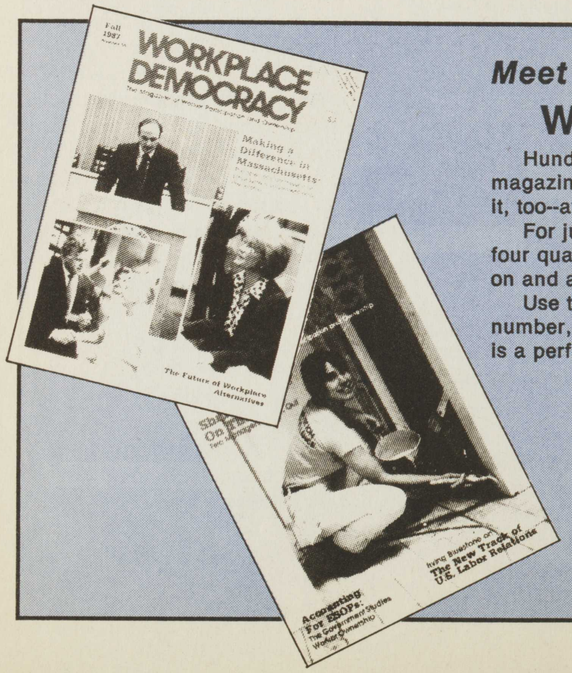
The magazine encourages ADW members to submit story ideas, individually written articles or reviews, and, of course, letters to the editor. All editorial correspondence should be sent to Julie Melrose at Workplace Democracy, 111 Draper Hall, University of Massachusetts, Amherst, MA 01003. The magazine is a resource available to everyone in the worker participation movement and makes an excellent gift for your local library.

Please take advantage of the special offer to subscribe at a one-third savings off the regular subscription price. ADW members pay just $12 a year to get *Workplace Democracy* delivered to their door. And orders can be placed directly by calling ADW's toll free number: 1-800-289-3366.

It's important, now more than ever, for organizations like ADW and magazines like *Workplace Democracy* to work together. And since there aren't any organizations just "like" either of us, will you help us all accomplish that end?



Workplace Democracy *publisher Rob Okun has worked in the media for more than 15 years as a reporter, columnist, editor, and publisher. He is the editor of the new book,* The Rosenbergs: Collected Visions of Artists and Writers *(Universe Books, N.Y., 1988).*



Meet One of Our Best Friends . . .

WORKPLACE DEMOCRACY

Hundreds of **ADW** members receive the nationally acclaimed magazine, ***WORKPLACE DEMOCRACY***. We'd like you to receive it, too--at a special **ADW** member price.

For just $12--a third off the regular $18 price--you'll receive four quarterly issues of one of the leading magazines reporting on and analyzing developments in the worker-owner movement.

Use the coupon to start your subscription or call our toll-free number, 1-800-289-3366. We think ***WORKPLACE DEMOCRACY*** is a perfect complement to your **ADW** membership.

YES! I'd like to make a new friend. Enclosed is my check for

_____$12.00 for one-year subscription
_____$21.95 for two-year subscription

Mail to: ADW, 1400 High St., Suite A.
Eugene, Oregon 97401

Name_____
Address_____
City _____ State _____ Zip _____

YOUR BUSINESS PLAN

By Vickie Nelson

A business plan, according to experts in the field of small business, is a critical but often overlooked document in the management of a small business.

If you've been running a small business for a while, you've probably already discovered that most documents related to your business are impossible to overlook--the IRS, the state revenue department, or your accountant will force you to pull something together as quarterly payroll periods and fiscal years end.

Your business plan is an exception--it's something you do primarily for yourself. Experts compare it to a road map that shows you where you are, where you want to be, and the possibilities for getting there.

An adequate business plan can range from a few pages to a book-size publication depending on the size and nature of the business, but small business consultants and advisors agree that the following three sections are necessary even for the smallest business.

--Description of the Business. Include company name, purpose and nature of business, type of product or service, background of owners and managers, and form of business (sole proprietorship, general or limited partnership, regular corporation or corporation S.)

--Market Analysis and Strategy; Include size and nature of the market at which you are directing your product or service. Define your promotional strategies--how will you attract and keep a share of the market. Identify your competition and analyze your similarities and differences.

--Financial Needs and Projections; Forecast income and operating expenses. Determine costs of goods sold and analyze your pricing strategy. If you are contemplating a new business, forecast your start-up costs. Determine cost of capital equipment you need to purchase and figure monthly depreciation. If you need to borrow money, list possible sources of loans.

Different businesses require different elements in their plans. If your business has employees, you need sections on personnel and management. If you're manufacturing a product, you need a section dealing with production strategy and inventory. If your business depends on customers coming to you, you need a section analyzing your location.

But, you may protest, is all this identifying and analyzing, and forecasting really necessary? My business just involves me and my buddy and our truck-full of landscaping tools. And we know what we want--we want to make a decent living. So why should we write up a plan?

Perhaps you do know you want to earn a decent living, but do you know if you're making it? And if you know you're not, do you have clear ideas about how to increase your profits? A plan can help you when vague dreams and aspirations fail.

If you want to get rich, you have to define rich. If you just want to get by, you need to know what that means too. Only when you have specific figures written down can you begin determining how much you have to sell or how many client hours you have to log to approach your goal.

Turning a vague dream into the financial section of a business plan could work this way.

Let's say you're in a two-person service business. Your goal is for each partner to earn $24,000 a year. To reach this goal your business needs to earn about $4000.00 a month or $800 a week--not gross $800 a week, let us emphasize, but earn a profit of $800.00 a week. To project how big a profit the business can make, you have to know what your operating expenses are, items such as rent, repairs, utilities, taxes, and insurance.

Perhaps your figures will show that your income goal is unreachable with the current pricing structure and client base you're working with. Do you want more clients? Then it's time to turn to the marketing section of your plan. If you don't have time for more clients, you'll have to look at your pricing structure. If your market research shows you are charging as much as the market will bear, its time to think about the service you are offering. Maybe you can find another niche in the market--one which clients are willing to pay more for.

In addition to showing you a clear picture of your business, a business plan can show outside people you're a serious professional. When those people are potential creditors, investors, partners, or buyers, that's important. If your business is credit worthy, a good business plan will go a long way toward making that clear to the business world.

Isn't it time you started planning?