



# STARTING AND GROWING MY BUSINESS

FOR SELF-RELIANCE



# INTRODUCTION

## CAN THIS GROUP HELP ME START OR GROW A BUSINESS?

It's not easy to start or grow a business, but your self-reliance group will help you learn to make wise business decisions. In group meetings, you will commit to do specific actions. The group will give you new ideas and encourage you. The goal of this group is not only to help you with your business; it is also to help you act in greater obedience and faith in the Lord and receive His promised blessings of temporal and spiritual self-reliance.

## WHAT IS A SELF-RELIANCE GROUP?

A self-reliance group is different from most Church classes, lessons, and workshops. There are no teachers, leaders, or trainers. Members of the group learn together and support and encourage one another. We hold each other accountable for our commitments and we counsel together to solve problems.

## WHAT DO GROUP MEMBERS DO?

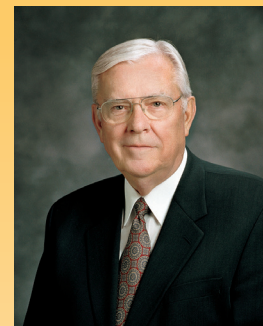
At meetings, group members commit to act. We not only *learn* but also *do* the things that make us self-reliant. We make commitments, help each other keep the commitments, and report our progress. Because the group works as a council, it is important to attend meetings regularly and on time. Always bring this workbook and the booklets *My Foundation: Principles, Skills, Habits* and *My Path to Self-Reliance*. Each group meeting should take about two hours. Acting on our commitments will take one to two hours per day.

## WHAT DOES A FACILITATOR DO?

Facilitators are not experts in business or teaching. They do not lead or teach the group. They simply help the group follow the materials exactly as they are written. A self-reliance specialist typically facilitates group meetings; however, group members may be assigned to facilitate after several weeks, if needed. To learn more, see the *Leader Guide* and videos at [srs.lds.org](http://srs.lds.org).

## CERTIFICATE OF COMPLETION

Group members who attend meetings and keep commitments will qualify to receive two certificates from LDS Business College: a certificate in business entrepreneurship (see pages 197–198 for requirements) and a self-reliance certificate (see page 29 in *My Foundation*).



*"There is no problem in the family, ward, or stake that cannot be solved if we look for solutions in the Lord's way by counseling—really counseling—with one another."*

**M. RUSSELL BALLARD,**  
*Counseling with Our Councils*, rev. ed. (2012), 4

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Published by The Church of Jesus Christ of Latter-day Saints  
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English approval: 9/13



1

*How do I start  
or improve  
my business?*

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**Starting and Growing  
My Business**

# FOR FACILITATORS

## The day of the meeting:

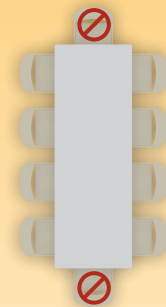
- Text or call group members, if you have their contact information. Ask if they are coming to the meeting. Invite them to arrive 10 minutes early to sign the roll.
- Prepare the meeting materials:
  - Bring a copy of this workbook and the booklet *My Foundation: Principles, Skills, Habits* for each group member.
  - Bring five extra copies of the *My Path to Self-Reliance* booklet in case group members did not receive a copy.
  - Prepare a way to show videos, if possible.
  - Don't have books or videos? You can get them online at [srs.lds.org](http://srs.lds.org).

## 30 minutes before the meeting:

- Set chairs around a table so everyone can be close.
  - The facilitator does not stand during the meeting and does not sit at the head of the table. The facilitator should not be the center of attention but should help the group members focus on each other.

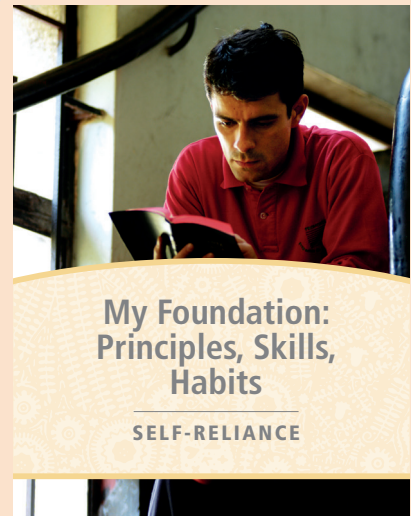
## 10 minutes before the meeting:

- Greet group members warmly as they arrive. Learn their names.
- Pass around a piece of paper and ask group members to write their full names, ward or branch, and date of birth (day and month, *not year*).
  - After group meeting, go to [srs.lds.org/report](http://srs.lds.org/report) and follow the instructions to register all group members.
  - After the first meeting, make a contact list to share with the group.
- Assign a timekeeper to keep the group on schedule. Ask him or her to set a timer as directed in the book.
  - For example, you will see instructions that say “Time: Set the timer to 60 minutes for the Learn section.” The timekeeper will set the time on a phone, watch, or other available timer and will tell the group when the time is up. Then the group can decide whether to start the next section or continue their discussion for a few more minutes.



### At starting time:

- Say: “Welcome to this self-reliance group.”
- Ask people to turn off their phones and other devices.
- Say the following:
  - “This is a self-reliance group called ‘Starting and Growing My Business.’ Are all of you here to start or grow a business?”
  - “The Perpetual Education Fund does not make business loans. But by the end of these meetings, you will be better prepared to make decisions about loans from local lenders.
  - “We will meet 12 times. Each meeting will take about two hours. We will also spend one to two hours each day keeping our commitments that will help our businesses. Will you make this time commitment?”
- Have an opening prayer (and hymn, if desired).
- Say the following:
  - “Every time we meet, we begin with a topic from the booklet called *My Foundation: Principles, Skills, Habits*. This helps us learn and live principles, skills, and habits that lead to spiritual and temporal self-reliance.
  - “The Holy Ghost will give you ideas throughout the week. Write your ideas and do them. As you do, the Lord will bless you and do His miracles with your business.”
- **Set the timer to 20 minutes for *My Foundation*.**
- Read the First Presidency’s introduction letter on page 2 of *My Foundation*. Then complete principle 1 in that booklet and return to this workbook.





# LEARN

## WE ARE PART OF THE “LORD’S STOREHOUSE”

**Time:** Set the timer to 60 minutes for the Learn section.

**Practice:** Make groups of three people each. Move your chairs and turn to face each other.

1. One of you should tell the others about an accomplishment. You could say: “I was given the ‘best service’ award at work,” or “I served a mission” (or in another Church calling), or “I am a mother.”
2. Now, as fast as they can, the other two should tell you what skills and abilities were needed to achieve that accomplishment. They should take one minute. If you said, “I served a mission,” the others could quickly say, “Then you are courageous, a good student, a hard worker, a leader, a social worker, a goal-setter, good with people, a teacher, a good planner, and able to do hard things.”
3. Repeat this for each person.

**Discuss:** What did you feel as others talked about your talents and skills?

**Read:** All the skills and abilities we each have are part of the Lord’s storehouse.

**Discuss:** Read the scripture on the right. Can our group work together and “seek the interest” of the other group members?

**Practice:** Let’s do our first action as a group. Let’s take five minutes and decide what our group will be called.

Write group name below:

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*“And all this for the benefit of the church of the living God, that every man may improve upon his talent, that every man may gain other talents, yea, even an hundred fold, to be cast into the Lord’s storehouse... every man seeking the interest of his neighbor, and doing all things with an eye single to the glory of God.”*

**DOCTRINE AND COVENANTS 82:18–19**



## WHAT WILL WE DO IN THIS GROUP?

- Read:** We will work together as a group to help each other start and grow our businesses. We also have a larger goal—to become self-reliant so we can better serve others. When we can take care of ourselves, we can then help other people better.
- Watch:** Watch the success story “Samuel: Computer Repair.” (If you don’t have access to the video, just continue reading below.)
- Practice:** Over the next 12 weeks you will answer the following business questions. Together, read the business questions that will be answered in this self-reliance group.

WEEK	HOW TO START MY BUSINESS	WEEK	HOW TO GROW MY BUSINESS
1	How do I start or improve my business?	7	How will I grow my business?
2	What do people want to buy?	8	How much can I afford to invest to grow my business?
3	How do I buy my product and set the sales price?	9	How do I know if I should use a loan to grow my business?
4	How do I know if my business is making a profit?	10	How will I attract more customers and close sales?
5	How do I separate my business and family money?	11	How will I increase my profits?
6	How is my business progressing?	12	How do I continue to improve my business?

**Read:** Each week, we will make commitments, act, attend our meetings on time, and report to the group. As we work with the group, we will succeed together! Here are the question and action for this week.

**Read:** **QUESTION OF THE WEEK—Where should I focus my efforts to start or grow my business?**

**ACTION OF THE WEEK—Use the Business Success Map daily to learn where to focus my efforts to start and grow my business.**

The rest of this meeting will help us answer this question and take this action.

### HOW CAN I MANAGE MY FINANCES WISELY?

**Read:** Being self-reliant includes spending less than we earn and having money in savings. Savings can help us meet unexpected expenses or help us provide for ourselves and our families when our income is lower than we expect. As a part of this group, we commit to saving every week, even a coin or two.

**Discuss:** In some areas, it is a good idea to save money in a bank. In other areas, it is not a good idea, such as when a country has high inflation or when banks are unstable. Are conditions good for saving in a bank in your area? Which banks offer the best rates for savings?

**Read:** Another part of being self-reliant is being free from personal debt. Personal loans are used to spend more than we are able to pay. Prophets have counseled us to avoid personal debt, and as we become more self-reliant we will reduce and eliminate personal debt. However, business debt may be wise in some cases. As part of this group, we will learn how to know when a loan can help us grow our business.

Medical emergencies often cause major financial costs. Insurance and government healthcare programs can often help protect against these costs. Signing up for insurance or a government healthcare program can be an important part of our path to self-reliance.

**Discuss:** Some types of insurance (such as health insurance and life insurance) are more easily available and more helpful than other types of insurance. Some insurance providers are good and some are dishonest. What are the best insurance options in your area?

## HOW WILL I BECOME A SUCCESSFUL BUSINESS OWNER?

**Practice:** The Business Success Map lists the things that successful business owners do. Get with a partner. Turn to the Business Success Map on the last page of this workbook.

Take turns reading how successful business owners find answers to the question “What do people want to buy?”

**Discuss:** How can the Business Success Map help you become a successful business owner?

**Read:** In this workbook, when we see this symbol, we know that this principle is on the Business Success Map.

The Business Success Map is not just for our meetings. We use it regularly during the week. Whenever we face a problem or opportunity, we look to our Business Success Map to see what a successful business owner would do.

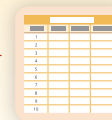
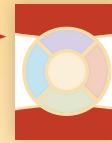


## HOW WILL I IMPROVE MY BUSINESS?

**Read:** Successful business owners can clearly describe their business. This helps them focus on what makes money and what does not. It also helps them get help from others, such as from other business owners or from lenders. Successful business owners track the progress of their business.

This week, get a blank notebook for your business. You will use this notebook to write your thoughts and ideas for your business and to keep records of your business transactions. We will use our business notebooks in our meetings and during the week.

In this workbook, when we see this symbol, it reminds us to write in our business notebook.



## HOW DO I OBSERVE A BUSINESS AND THINK ABOUT BUSINESS SUCCESS?

**Read:** As part of this week’s action commitment, we will learn to use the Business Success Map to observe a business and see if it is following principles for success.

**Practice:** Make groups of three. Move your chairs to face each other. Using the Business Success Map, follow these instructions:

1. Identify a local business you all know something about. Then one person asks a question from the map. For example, “At the furniture store, does the owner seem to know what people want to buy?” Or, “Does he seem to know how to sell?”
2. The others take a minute or two to answer the question based on their knowledge of the business and the principles from the map. For example, “Yes, the owner knows what people value.” Or, “No, the owner does not know how to close a sale very well.”
3. Repeat this three to four times.
4. Now, talk about your own business. Do you do the things successful business owners do?

**Practice:** With a partner, turn to pages 13–14. Read and discuss how you will observe businesses this week.

## WHY DOES THE LORD WANT US TO BE SELF-RELIANT?

**Discuss:** Why does the Lord want us to be self-reliant?

**Read:** Read the quote on the right.

**Discuss:** How can our efforts to start or grow a business serve a “holy purpose,” as Elder Christofferson said?

**Read:** The Lord has the power to help us become self-reliant. He has said, “Behold, I am God; and I am a God of miracles” (2 Nephi 27:23). As we dedicate, or consecrate, our efforts in our businesses to the holy purpose of becoming self-reliant, the Lord will guide us through inspiration. As we show our faith by listening for and obeying promptings, the Lord will do His miracles and make more out of our efforts than we could ever do on our own.

*“To consecrate is to set apart or dedicate something as sacred, devoted to holy purposes.”*

**D. TODD CHRISTOFFERSON,**  
**“Reflections on a Consecrated Life,”**  
**Ensign or Liahona,**  
**Nov. 2010, 16**

# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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**Practice:** What could you do to start or improve your business this week? Make this idea your “weekly business goal.” This is a commitment that you create.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“The Lord is able to do all things according to his will, for the children of men, if it so be that they exercise faith in him.”*

**1 NEPHI 7:12**

## 1: How do I start or improve my business?



# COMMIT

### HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Read:** Each week, we choose an “action partner.” This is a group member that will help us keep our commitments. Action partners should contact each other during the week and report their progress to each other. Generally, action partners are of the same gender and are not family members.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

---

*Action partner's name*

---

*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

#### MY COMMITMENTS

I will complete each of the daily Business Success Map activities (see pages 13–14).

I will get a business notebook and bring it to our next meeting.

I will achieve my weekly business goal: \_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

---

*My signature*

---

*Action partner's signature*

## HOW WILL I REPORT MY PROGRESS?

**Watch:** “Action and Commitment” (No video? Read page 12.)

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, put “Yes,” “No,” or the number of times you did the commitment.

Completed daily Business Success Map activities (Write # of days)	Brought a business notebook (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)

**Read:** Also, remember to track your personal expenses on the back of your *My Path to Self-Reliance* booklet.

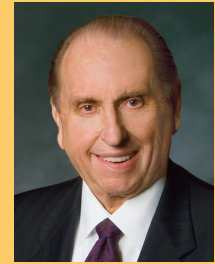
**Read:** At our next group meeting, the facilitator will draw a commitment chart on the board (like the one above). We will arrive 10 minutes before the meeting begins and write our progress on the chart.

Choose someone to facilitate the *My Foundation* topic next week. Ask him or her to read the inside front cover of this workbook to learn what facilitators do. He or she should facilitate in the same way as the facilitator did today:

- Invite the Spirit; invite group members to seek the Spirit.
- Trust the materials; do not add; do just what it says.
- Manage the time.
- Add energy; have fun!

**Practice:** Who would like to earn a certificate in business entrepreneurship from LDS Business College in Salt Lake City, Utah, United States of America? Turn to pages 197–198 and take turns reading the requirements.

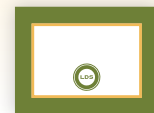
**Read:** Ask someone to offer a closing prayer.



*“When performance is measured, performance improves. When performance is measured and reported, the rate of improvement accelerates.”*

**THOMAS S. MONSON,**  
in Conference Report,  
Oct. 1970, 107

**Note to Facilitator:**  
*Remember to make copies of the group contact information for the next meeting. Also remember to register all group members at [srs.lds.org/report](http://srs.lds.org/report).*



# Resources

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## ACTION AND COMMITMENT

Choose roles and act out the following.

**NARRATOR 1:** *We believe in making and keeping commitments. In our self-reliance groups, everything we do is built around making commitments and reporting.*

**NARRATOR 2:** *At the end of a group meeting, we review our actions for the week and add our signature to show our commitment. We also choose an action partner for the week. The action partner signs our workbook to pledge support. And each day during the week, we contact our action partner to report on our actions and to get help when needed.*

**NARRATOR 3:** *During the week, we mark our progress in the workbook and use the tools provided, such as worksheets or other forms. And if we need extra help, we can call on our families, our friends, or the facilitator.*

**NARRATOR 4:** *At the beginning of our next meeting, we return and report on our commitments. This should be a comfortable, powerful experience for everyone. Think about how these people were helped by making commitments and reporting.*

**GROUP MEMBER 1:** *The first time I reported on my commitments, I thought, "This is strange." Why would my group members care about what I did? But then I found out that they did care. And that helped me.*

**GROUP MEMBER 2:** *I realized that I didn't want to let my group down. So I really worked hard to keep my commitments. I'm not sure I would have made progress any other way. Reporting each week really helped me with my priorities.*

**GROUP MEMBER 3:** *When I thought about my path to self-reliance, I was scared because it was such a big thing. But the group meetings helped me break it down into small steps. And I reported on each step to my group. Then I made real progress. I think this success resulted from building new habits.*

**Back to page 11**



## HOW DO I USE THE BUSINESS SUCCESS MAP?

Every day this week, observe, reflect, and ponder on the principles of business success. Visit businesses for one to two hours each day to observe them. Take your notebook and this workbook with you when you visit local businesses so you can use the following questions and the Business Success Map (on the last page of this workbook).

### DAILY ACTIVITIES:

#### Day 1

##### Customers

*Watch what, when, and how much customers buy. Review the customer principles shown on the map. Record your thoughts here:*

.....

.....

.....

#### Day 2

##### Sales

*How do businesses sell their products or services? Could they improve? Review the sales principles shown on the map. Record your thoughts here:*

.....

.....

.....

#### Day 3

##### Costs

*Think about the costs the businesses have. How do they reduce costs? Review the cost principles shown on the map. Record your thoughts here:*

.....

.....

.....

#### Day 4

##### Profit

*Did the businesses keep track of their income or costs? If it were your business, how would you track your money? Review the profit principles shown on the map. Record your thoughts here:*

.....

.....

.....

## 1: How do I start or improve my business?

For the next two days, ponder and pray for assurance that the Lord will bless your efforts to serve a holy purpose in your own business. Record the impressions you receive each day as you think about each section of the Business Success Map.

### DAILY ACTIVITIES:

#### Day 5

##### *Customers*

.....

.....

.....

##### *Sales*

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.....

.....

#### Day 6

##### *Profit*

.....

.....

.....

##### *Costs*

.....

.....

.....

**Back to page 8**



## 2

*What do people  
want to buy?*

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Starting and Growing  
My Business

# FOR FACILITATORS

## The day of the meeting:

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials. Don't have books or videos? You can get them from srs.lds.org.

## 30 minutes before the meeting:

**NEW!**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Completed daily Business Success Map activities (Write # of days)	Brought a business notebook (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	6	Y	Y	Y	Y	Y

## 10 minutes before the meeting:

**NEW!**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

## At starting time:

**NEW!**

- Share copies of the group member contact information (from the last meeting).
- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 2 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Discuss:** Read the quotation on the right. How does this apply to our group?

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all of their commitments.)

Now, everyone stand up. We should try to keep all of our commitments. That is one of the key habits of self-reliant people. While we are still standing, let's say our theme statements together. These statements remind us about the purpose of our group.


**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

Did everyone bring their business notebook? For those who did not, please ask someone for some paper to use today. After this meeting, please get a notebook for the rest of our meetings.

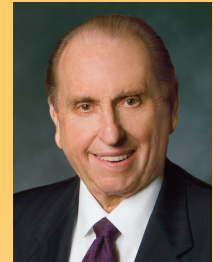
When we see this symbol,  it reminds us that the things we are discussing are important to write in our business notebooks. We don't have to write them at the moment, but during the meeting or during the week, we should write the things that will help us start and grow our businesses.

**Discuss:** Let's counsel together and help each other with our businesses.

This is the most important discussion of this meeting!

What did you learn as you completed the daily Business Success Map activities? How will this help your business?

What did you learn by working on your weekly business goal?



*"When performance is measured, performance improves. When performance is measured and reported, the rate of improvement accelerates."*

**THOMAS S. MONSON,**  
in Conference Report,  
Oct. 1970, 107



*In your business notebook, write what you learned by keeping your commitments.*

## 2: What do people want to buy?



# LEARN

### WHAT DO PEOPLE WANT TO BUY?

**Time:** Set the timer to 60 minutes for the Learn section.

**Read:** How will we choose businesses that can be successful? If we already have a business, how do we know it is the right one?

This lesson will focus on the Customers section of the Business Success Map.

**Watch:** “Business on a Stick” (No video? Read pages 26–27.)

**Discuss:** What did you learn from this video?

**Read:** QUESTION OF THE WEEK—What do people want to buy?

**ACTION OF THE WEEK**—I will talk to business owners and customers and choose a product or service that solves customers’ problems.

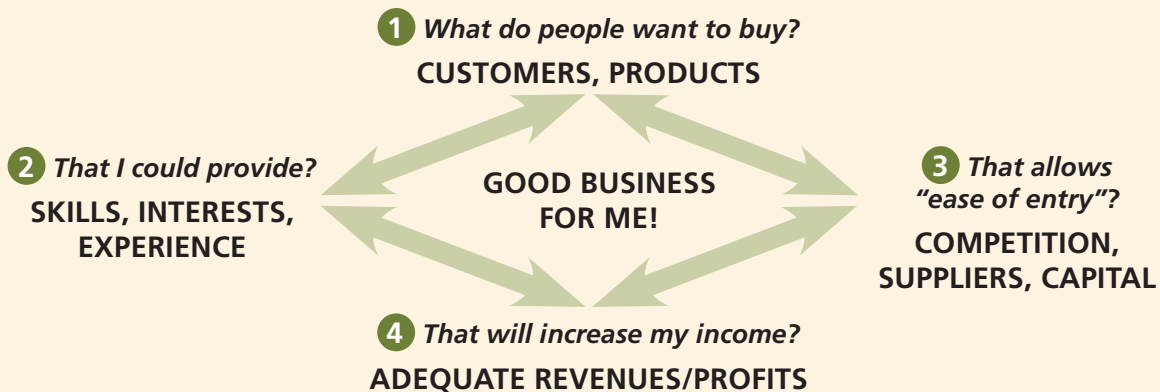
For the rest of this meeting, you will learn and practice skills to help you answer this question and perform these actions. This video will help you to start by asking the right questions.

**Watch:** “Selecting the Right Business” (No video? Read page 28.)

**Read:** Let’s read this diagram and do the practice on the next page.



### SELECTING THE RIGHT BUSINESS



### HOW DO I SELECT THE RIGHT BUSINESS?

**Practice:** What type of business have you considered: food, hospitality, health care, maintenance, construction, manufacturing, services, or something else?

Use the four questions in the diagram on the previous page to help you narrow your options. **Note the examples on the right.** Write one or two types of businesses that interest you:

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With the person next to you, ask each of the following questions specifically. Write your answers.

1. In your own business, or in the business category that interests you, what *specific* customer needs have you seen? What would customers buy?

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2. Which needs can your business meet? What are you good at, or what are you interested in doing?

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3. What specific business could you start easily, or how could you grow or change your current business to be more profitable? Think about competition, suppliers, and money needed.

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4. How will your business allow you to increase your income and become more self-reliant? Where can you make profit?

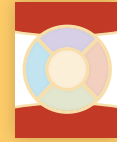
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Now, list a few specific businesses you want to learn about:

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*Successful business owners think big but start small.*

**Example:**

*Food, Sales*

*Dessert or snack  
Cheap treat for  
afternoon, evening*

*I like to prepare food  
I'm good at sales*

*Simple product  
Low start-up cost  
Low competition*

*Lots of  
customers*

*Portable treats?  
Ice cream? Fruit?  
Something fun?*

## HOW CAN I LEARN FROM BUSINESS OWNERS?

**Read:** Now that we have some ideas about our own businesses, we are going to do market research to test our ideas and learn more. We will watch people, talk with customers, talk with competitors, and try products. And we will find real needs and answers.

**Watch:** “Talking to Business Owners” (No video? Continue reading.)

**Practice:** With the person next to you, practice the questions you will ask business owners this week. Explain to each other your own business or the type of business you wish to start. Take turns introducing yourself and asking the questions below. Give each other feedback and try again.

*INTRODUCTION: Hello, I'm \_\_\_ (name). And you? I'm in a business class and we're trying to learn how businesses succeed. May I ask some questions?*

### CUSTOMER NEEDS, PRODUCT

- What do your customers buy most?
- Why do you think your customers buy what you sell?
- Who are your competitors? What makes your business better than theirs?

### SUPPLIERS, PROFIT

- Where do you get your product? Are there other suppliers?
- Do you think you could find a lower cost if you buy more at a time?
- What is your price? How did you decide on this price? Are you profitable?
- What would happen if you raised or lowered your price?

### SALES

- About how many can you sell each day?
- How do you find new customers?
- How important is your location?
- What have been some keys to your success? Biggest problems?

**Discuss:** Once all have practiced at least once, discuss with the group: When you go out and speak with business owners, what will you ask? Write what you learned here:

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**Read:** Every day this week, as you talk with business owners, write what you learn in your business notebook.

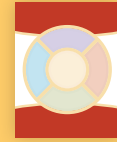
**Watch:** See how Joseph and John started a new business. Watch “Joseph and John: Medical Products.” (No video? Skip to the next page.)





## HOW CAN I LEARN FROM CUSTOMERS?

- Read:** Successful business owners learn from customers daily. We can learn a lot by observing our customers and by talking with them. They make or break our business. Let's listen and learn!
- Watch:** "Talking to Customers" (No video? Continue reading.)
- Practice:** With a different group member, practice the questions you will ask customers this week. Imagine that the other person is your customer. Discuss some of the questions below as they relate to your business or business idea. Take notes! Then switch roles. Give each other helpful feedback and practice any weaknesses.



*Successful business owners learn from customers daily.*

*INTRODUCTION: Hello, I'm \_\_\_ (name). And you? I'm in a business class and we're learning about customers. May I ask a few questions?*

### CUSTOMER NEEDS, PRODUCT

- What do you buy from this business?
- If you could, what would you change about this product? About the business?
- Have you bought this product at other places? Were they better or worse? Why?

### SALES, PROFIT

- What do you like about buying this product here?
- What would make you want to buy more?
- Is the price about right? Would you buy more at a lower price?
- Would you still buy as much if they raised the price?
- Is the location important?

### OBSERVATIONS (Do not ask the following questions; watch customers to find answers.)

- Are they mostly women or men or a mixture?
- Are they younger or older?
- Do they seem to have more money or less money?
- What time of day do they buy?
- How much do they buy?

- Read:** Every day this week, as you talk with customers, write what you learn in your business notebook.
- Discuss:** What will you ask customers this week? Write your thoughts here or in your business notebook:

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### HOW DO I USE MARKET RESEARCH?

**Read:** Once we do the market research, we will need to evaluate what we learn. Let's practice the evaluation process.

**Practice:** Choose another group member to work with you. Briefly look at the profits, competition, and suppliers of the following two businesses.

FRUIT STAND		EVALUATION	
Pieces sold (daily average)	200	Units / Month	5000
Selling price	5 per piece (average)	Sales / Month	25000
Cost to buy	4 per piece (average)	Costs / Month	(20200)
Competition	6 fruit stands	<b>PROFIT</b>	4800
Suppliers	2 suppliers, distant		

CHILDREN'S CLOTHING		EVALUATION	
Items sold (daily average)	20	Units / Month	500
Selling price	100 per item (average)	Sales / Month	50000
Cost to buy	80 per item (average)	Costs / Month	(40000)
Competition	None nearby	<b>PROFIT</b>	10000
Suppliers	3 suppliers, nearby		

**Discuss:** Which business would you choose? Why?

From what we have discussed today, what other questions would you ask about these businesses or their customers?

**Read:** As we go through this week, we will prepare to decide on our business! During the week, we will review all we have learned and come to the next meeting with a business idea (either a new business or improved business). If we already have a business, we will decide if it is the best option for us.

# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“And if it so be that the children of men keep the commandments of God he doth nourish them, and strengthen them, and provide means whereby they can accomplish the thing which he has commanded them.”*

**1 NEPHI 17:3**

## 2: What do people want to buy?



# COMMIT

### HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_

*Action partner's name*

\_\_\_\_\_

*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

#### MY COMMITMENTS

**I will observe and interview at least 10 business owners and customers.  
(See questions on pages 29–30.)**

**I will choose a new business or decide how to improve my business.**

I will achieve my weekly business goal: \_\_\_\_\_

\_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_

*My signature*

\_\_\_\_\_

*Action partner's signature*

## HOW WILL I REPORT MY PROGRESS?

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, put “Yes,” “No,” or the number of times you kept the commitment.

<i>Observed and interviewed at least 10 owners and customers (#)</i>	<i>Chose a new business or way to improve my business (Yes/No)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>

**Read:** Also, remember to track your personal expenses on the back of your *My Path to Self-Reliance* booklet.

**Read:** At our next group meeting, the facilitator will draw a commitment chart on the board (like the one above). We will arrive 10 minutes before the meeting begins and write our progress on the chart.

Choose someone to facilitate the *My Foundation* topic next week. Remind him or her to follow the material and not to bring in extra material. (Don’t know how to facilitate a *My Foundation* topic? Read page 11 and the inside front cover.)

Ask someone to offer a closing prayer.

### **Feedback Welcome**

*Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).*

# Resources

## BUSINESS ON A STICK

Choose roles and act out the following.

**SETTING:** *Three discouraged people are sitting on a bench when a fourth person comes to sit down.*

**NARRATOR:** *So what is a successful business? It's all about helping people solve their problems. It's about understanding customers. If someone has a need and you help them solve it, they will **pay** you. And that's good! But how do you find out what customers need?*

**4TH PERSON:** *Hello. Hey, I'm trying to start a business. Have any of you ever run businesses?*

**OTHER PEOPLE:** *"Yeah." "Yeah." "Yeah."*

**4TH PERSON:** *Oh, that's great. What are they?*

**1ST PERSON:** *Well, see, I just love bats, so I sell bats on a stick. Sort of a pet, you know. Got to love 'em. Feed 'em flies.*

**4TH PERSON:** *Really?*

**1ST PERSON:** *Yeah.*

**4TH PERSON:** *How's it going?*

**1ST PERSON:** *Well, not great. People don't seem to get it. And they bite sometimes.*

**4TH PERSON:** *Okay, how about you?*

**2ND PERSON:** *Yeah, I'm really good at cooking.*

**4TH PERSON:** *Cooking?*

**2ND PERSON:** *Right. So I got this recipe for butter on a stick.*

**4TH PERSON:** *On a stick?*

**2ND PERSON:** *Yeah. Wrapped cold in a tortilla. I'm really good at it.*

**4TH PERSON:** *How's it going for you?*

**2ND PERSON:** *I've sold a couple ... well, one.*

**4TH PERSON:** *And you?*

**3RD PERSON:** *Yeah, so I watched people on the street at different times of the day. And I asked them questions. And I watched what they buy and when and for how much. And I talked with people who were selling stuff about what worked and what didn't. I was interested in a food business, because they're easy to get into, and I like food and I like people.*

**4TH PERSON:** *Really? You did all that?*

**3RD PERSON:** *Yeah, for several days. It was really interesting.*

**4TH PERSON:** *I'll bet it was! What did you find out?*

**Continued on next page**

**3RD PERSON:** Well, I was surprised. I found out that in the afternoon and evening, people want something sweet and convenient and not too expensive and fun—a treat to give them a lift or to share with a friend or their family. So I tried a few things and talked to more people.

**4TH PERSON:** And did you find an answer?

**3RD PERSON:** Yeah. I found out that if you put a banana on a stick and then coat it with just a little chocolate, the right kind, and then you add these sprinkles to it, well, people just love it—especially if you're in the right location at the right time.

**4TH PERSON:** Really?

**3RD PERSON:** Yeah, my friend and I sold 400 the first couple of days and made a lot of money. It really met the need: it was simple and profitable.

**4TH PERSON:** Wow! So what next?

**3RD PERSON:** I'm quitting.

**4TH PERSON:** Quitting?

**3RD PERSON:** Yeah, it's a lot of work on hot days.

**4TH PERSON:** Hmm. So would you mind if I sort of took over your idea?

**3RD PERSON:** Nah. All yours. Go right ahead.

**NARRATOR:** Watch. Ask questions.

Know the customers.

Work hard, make money.

Enjoy the bananas!

**Back to page 18**

### SELECTING THE RIGHT BUSINESS

Take turns reading the following paragraphs.

*How will you choose the right business for you? Or if you have a business, how do you know if it's the right one? Here are four key questions that will help you make the best decision.*



*(1) What do people want to buy ... (2) that I could provide, (3) that is a business I could start pretty easily, and (4) that will increase my income and help me become more self-reliant?*

*Or in other words, I need to make my decision based on (1) customers and products, (2) my own skills, interests, and experience, (3) the environment, including competition, suppliers and money, and (4) the potential for revenues and profits.*

*Here's an example. Maria had spent several years serving in restaurants and hotels. But her income was inconsistent. And she did not make enough to help her family meet their needs. So, in addition to her work as a waitress, she decided to start her own business. But what?*

*Starting with question one, Maria remembered that she had heard the cooks in various restaurants complain when they couldn't get enough high-quality,*

*fresh eggs. So she knew it was a problem. Two, her father had raised chickens and she had learned some secrets from him about increasing egg production.*

*She also knew it took hard work! Three, she didn't know much about the competition, but she knew she could start small in an open spot near her home so it would not cost too much. Four, and she knew what restaurants paid for eggs, so she calculated that she could make a good profit if she could sell enough eggs.*

*Can you see how these four questions helped her think about selecting the right business?*

*Still, Maria needed more answers. She needed to learn much more about her potential customers, the competition, suppliers, pricing, and even the skills to run the business. Where could she go for help? How could she take the next step to make a decision?*

*What will you do to get the information you need to make good decisions?*

**Back to page 18**



### LEARN ABOUT SIMILAR BUSINESSES

To keep your commitments, visit and watch businesses like the one you might start (your competitors). What is working for them? What is not working well? Talk to the people who run the businesses. In order to avoid feelings of competitiveness, talk with people outside of your area.

Use the questions below. Add other questions. Make it a conversation. Be sure to show your gratitude.

Do this every day this week (except Sunday). Record their answers and the things you learn in your notebook.

*INTRODUCTION: Hello, I'm \_\_\_\_ (name). And you? I'm in a business class and we're trying to learn how businesses succeed. May I ask some questions?*

#### **CUSTOMER NEEDS, PRODUCT**

- What do your customers buy most?
- Why do you think your customers buy what you sell?
- Who are your competitors? What is unique about your business?

#### **SUPPLIERS, PROFIT**

- Where do you get your product? Are there other suppliers?
- Do you think you could find a lower cost if you buy more at a time?
- What is your price? How did you decide on this price? Are you profitable?
- What would happen if you raised or lowered your price?

#### **SALES**

- About how many can you sell each day?
- How do you find new customers?
- How important is your location?
- What have been some keys to your success? Biggest headaches?

### LEARN ABOUT SIMILAR CUSTOMERS

Talk with people who are customers of businesses like the one you may start. Watch them and learn all you can.

Do this every day this week (except Sunday). Record their answers and the things you learn in your notebook.

Use the questions below. Add other questions. Make it a conversation. Be sure to show your gratitude.

*INTRODUCTION: Hello, I'm \_\_\_ (name). And you? I'm in a business class and we're learning about customers. May I ask a few questions?*

#### CUSTOMER NEEDS, PRODUCT

- What do you buy from this business?
- If you could, what would you change about this product? About the business?
- Have you bought this product at other places? Were they better or worse? Why?

#### SALES, PROFIT

- What do you like about buying this product here?
- What would make you want to buy more?
- Is the price about right? Would you buy more at a lower price?
- Would you still buy as much if they raised the price?
- Is the location important?

#### OBSERVATIONS (Do not ask the following questions; watch customers to find answers.)

- Are they mostly women or men or a mixture?
- Are they younger or older?
- Do they seem to have more money or less money?
- What time of day do they buy?
- How much do they buy?



# 3

*How do I buy my product and set the sales price?*

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**Starting and Growing My Business**

# FOR FACILITATORS

**The day of the meeting:**

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

<i>Group member name</i>	<i>Observed and interviewed at least 10 owners and customers (Write #)</i>	<i>Chose a new business or way to improve my business (Yes/No)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>
<i>Gloria</i>	15	Y	Y	Y	Y	Y

**10 minutes before the meeting:**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 3 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn as you observed and interviewed business owners and customers? How will this help your business?

If you haven't chosen a business yet, what ideas for a business do you have? If you just chose a business, what did you choose?

If you already have a business, what improvements did you choose?

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*

### 3: How do I buy my product and set the sales price?



# LEARN

## WOULD I WANT THIS BUSINESS?

**Time:** Set the timer to 60 minutes for the Learn section.

**Watch:** “A Bigger Truck?” (No video? Read page 42.)

**Read:** If these two men could transport 200 melons in a truckload, the math would look like this:

Sales price:	200 (200 melons × 1)
Purchase price:	-200 (200 melons × 1)
Profit:	0

**Discuss:** Would a larger truck help? Why or why not?

**Read:** QUESTIONS OF THE WEEK—How do I buy my product and set the sales price?

ACTIONS OF THE WEEK—I will find a source for my product and choose a price.

**Read:** During this meeting, we will learn and practice skills to help us answer these questions and perform these actions.

**Practice:** Then, during this next week, you will learn how to talk with suppliers to “buy low,” or buy at a low price. You will also learn how to set a price in order to “sell high”—that is, make a profit.

Let’s read the Costs and Sales section of the Business Success Map.



## HOW CAN I MAKE A PROFIT?

**Read:** The melon guys need to start making money at their melon business.

$$\begin{array}{r} \text{Sales price: } 200 \text{ (200 melons} \times 1) \\ \text{Purchase price: } -200 \text{ (200 melons} \times 1) \\ \hline \text{Profit: } 0 \end{array}$$

There are two ways to make a profit.

$$\begin{array}{r} \text{Sales price: } 200 \text{ (200 melons} \times 1) \\ \text{Purchase price: } -100 \text{ (200 melons} \times .5) \\ \hline \text{Profit: } 100 \end{array}$$

**Lower the purchase price (the price you pay the supplier).**

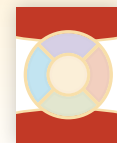
$$\begin{array}{r} \text{Sales price: } 300 \text{ (200 melons} \times 1.5) \\ \text{Purchase price: } -200 \text{ (200 melons} \times 1) \\ \hline \text{Profit: } 100 \end{array}$$

**Raise the sales price (the price you charge the customer).**

Sometimes you can do both: buy low *and* sell high!

$$\begin{array}{r} \text{Sales price: } 300 \text{ (200 melons} \times 1.5) \\ \text{Purchase price: } -100 \text{ (200 melons} \times .5) \\ \hline \text{Profit: } 200 \end{array}$$

**Read:** We do not have unlimited control over sales price or our costs. We do have some control. Successful business owners try to increase the sales price and decrease the purchase price.



*Successful business owners buy low and sell high.*

### 3: How do I buy my product and set the sales price?

**Discuss:** Do you think the businesses where you buy your food, fuel, and clothes make a profit?

**Read:** Here is another reason to buy low and sell high. All businesses have more expenses than just the cost of the product.

Think about the melon guys. Suppose they learn how to buy low and sell high. Still, they have other costs, like transportation and wages. Review this.

300	(200 melons × 1.5)
-100	(200 melons × .5)
-20	(truck rental)
-20	(fuel)
-150	(wages for the two men)
<hr/>	
10	PROFIT

**Read:** By buying low and selling high, the men were able to cover costs, pay themselves wages, and still make a little profit. This is starting to be a real business!

**Discuss:** If you're in a service business, what can you do to control costs and be more profitable?

### HOW DO I DECREASE COSTS?

**Watch:** "Don't Close Your Business," (Parts I and II) (No video? Read page 43.)

**Discuss:** What would you have done? How many suppliers should you have?





## HOW DO I WORK WITH SUPPLIERS?

**Read:** It is crucial for us to talk with our suppliers.

**Watch:** “Talking to Suppliers” (No video? Just continue reading.)

**Read:** This week, speak with people who can supply you with your product or your product ingredients. If you are offering a service, speak with people who will help you provide your service. Write what you learn in your business notebook.

**Practice:** With a partner, practice the questions you will ask suppliers this week. Explain to your partner the kind of supplier you need to talk to for your business. Take turns asking the questions and giving helpful feedback. Take notes in your business notebook. Ask specific questions that will help you improve your business.

*INTRODUCTION: Hello, I'm \_\_\_\_ (name). And you? I'm thinking about starting a business where I would need the products you supply. May I ask a few questions?*

### PRODUCT

- What products sell best for you?
- Why do you think business owners buy what you supply?
- How do you check for quality? (Try to observe quality.)
- How much can you supply? Do you have production limits?

### PRICE

- How much do you charge? Do you offer any discounts?
- How did you decide on these prices?
- What do you think would happen if you changed prices?

### SALES, COMPETITION

- Do you help your buyers sell the product?
- Who buys the most of your product? Why are they successful?
- Who are your competitors? What is unique about them?

Add any other questions you have. Be sure to thank them and write down what you learn!

**Discuss:** Once all have practiced at least once, discuss together:

What will you do as you speak with suppliers this week? Do you have any more questions to ask them? Write your thoughts here or in your business notebook:

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#### HOW DO I SET MY PRICE TO MAKE A PROFIT?

**Read:** Every business has to earn more than it spends. We know how we will talk with suppliers to find quality products at low cost, or buy low. Now, how will we set our price, or sell high? As we make this decision during the week, each of us might ask:

- What's the best cost I can get from my suppliers?
- What other costs do I have? (Utilities, supplies, rent, etc.)
- What wages do I need to pay myself and others?
- How can I add value and make my product different? Convenience, service, friendliness, and quality can all add value and make me different.
- What do competitors charge? Can I charge more based on added value?
- Given all these factors, how much profit can I make so my business can grow and succeed? More is good!

**Practice:** With a partner, read the following and discuss how much Grace's customers might be willing to pay for her water.

Grace believes her bottled water has more value—she has found a way to keep it cold and she has a great location. Her competitors don't offer cold water; they also do not have convenient locations.

Grace buys water for:	5 per bottle
Her wages, transportation, and delivery costs:	2 per bottle
Competitors sell to customers for:	8–10 per bottle
She needs to make as much profit as possible:	? per bottle

Tell the group the price you decided Grace should set for her water and why.

**Discuss:** How could Grace discover how much customers are willing to pay? How can you control costs, add value, and set the right price so your business can make a profit?

# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“And I, Nephi, did go into the mount oft, and I did pray oft unto the Lord; wherefore the Lord showed unto me great things.”*

**1 NEPHI 18:3**

### 3: How do I buy my product and set the sales price?



# COMMIT

## HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_

*Action partner's name*

\_\_\_\_\_

*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

### MY COMMITMENTS

**I will interview at least 4 suppliers and find sources for my product.  
(See questions on page 37.)**

Write the number of suppliers you will interview: \_\_\_\_\_

**I will set my initial selling price.**

I will achieve my weekly business goal: \_\_\_\_\_

\_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_

*My signature*

\_\_\_\_\_

*Action partner's signature*

#### HOW WILL I REPORT MY PROGRESS?

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, put “Yes,” “No,” or the number of times you kept the commitment.

Interviewed at least 4 suppliers (Write #)	Set my initial selling price (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)

**Read:** Also, remember to track your personal expenses on the back of your *My Path to Self-Reliance* booklet.

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**Read:** Choose someone to facilitate the *My Foundation* topic next week. Remind him or her to follow the material and not to bring in extra material. (Don't know how to facilitate a *My Foundation* topic? Read page 11 and the inside front cover.) Ask someone to offer a closing prayer.

#### **Feedback Welcome**

Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).

# Resources

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## A BIGGER TRUCK?

Take turns reading the following paragraphs.

*Two men formed a partnership. They built a small shed beside a busy road. They obtained a truck and drove it to a farmer's field, where they purchased a truckload of melons for a dollar a melon.*

*They drove the loaded truck to their shed by the road, where they sold their melons for a dollar a melon.*

*They drove back to the farmer's field and bought another truckload of melons for a dollar a melon.*

*Transporting them to the roadside, they again sold them for a dollar a melon.*

*As they drove back toward the farmer's field to get another load, one partner said to the other, "We're not making much money on this business, are we?"*

*"No, we're not," his partner replied.*

*"Do you think we need a bigger truck?" (Dallin H. Oaks, "Focus and Priorities," Ensign, May 2001, 82)*

**Back to page 34**

## DON'T CLOSE YOUR BUSINESS

Choose roles and act out the following.

**JOSEPHINE:** *What's the matter, Grace? You don't look very happy.*

**GRACE:** *I don't know what I'm going to do. My business was just starting to make some money and then this happened.*

**PRISCILLA:** *What happened?*

**GRACE:** *The guy I buy clean water from raised his prices yesterday, and now I will have to close my business.*

**PRISCILLA:** *I'm so sorry, Grace. Why?*

**GRACE:** *Well, I can only sell water for 10 a bottle. Customers won't pay more. And I used to buy my bottles for 7.*

Sales price: 10
Purchase price: -7
<hr/>
Profit: 3

**GRACE:** *But now my supplier has raised his price to 10. And so there's no profit! What am I going to do?*

Sales price: 10
New purchase price: -10
<hr/>
Profit: 0

**PRISCILLA:** *Have you spoken with your supplier? You're one of his most important customers.*

**GRACE:** *I haven't. I don't think I can. His price is his price.*

**PRISCILLA:** *No. You need to talk with him. He needs to see he will lose an important customer. He can change his price to keep you. You should always talk with suppliers to get the lowest purchase cost you can.*

**GRACE:** *Well, okay. I'll try.*

**JOSEPHINE:** *And you should also have other options. I know someone who will sell you water at 5. I'm sorry I didn't tell you earlier. I didn't know you were paying 7—and now 10! I'll introduce you to that person.*

Sales price: 10
Better price: -5
<hr/>
Profit: 5

**GRACE:** *Really? Oh, Josephine. Thank you. Yes, please introduce us. And, Priscilla, thank you. I'm going to push harder to get the lowest price for the water I buy.*

**Back to page 36**







# 4

*How do I know  
if my business is  
making a profit?*

---

**Starting and Growing  
My Business**

# FOR FACILITATORS

**The day of the meeting:**

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Interviewed at least 4 suppliers (Write #)	Set my initial selling price (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	6	Y	Y	Y	Y

**10 minutes before the meeting:**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 4 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn as you interviewed suppliers to find the best prices and sources (to buy low)? How will this help your business?  
What did you learn as you set your initial selling price (to sell high)? How will this help your business?  
What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*

## 4: How do I know if my business is making a profit?



# LEARN

### HOW DO I KNOW HOW MY BUSINESS IS DOING?

**Time:** Set the timer to 60 minutes for the Learn section.

**Watch:** “I Don’t Know” (No video? Read page 60.)

**Discuss:** Without records, how would you know if your business is profitable? How would you know if you had been paid by all of your customers? How would you know your total expenses?

**Read:** QUESTION OF THE WEEK—How do I know if my business is making a profit?

**ACTION OF THE WEEK**—I will track all income and expenses on a log every day from now on.

During this meeting, we will learn skills to help us answer this question and perform this action.

Then, during the week, we will actually track our business income and expenses to see if we are making a profit. Let’s read the profit section of the Business Success Map.

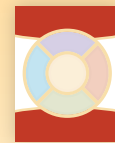


### WHY SHOULD I KEEP WRITTEN RECORDS?

- Practice:** **For this practice, do not write down any information.** With a partner, take one minute to read on page 61 about Daniel's furniture business. Do not write down any information. Then return here.
- Discuss:** Try to answer these questions from memory:
- How much money did the business spend this week?
  - How much money did the business take in this week?
  - How much profit or loss did the business have this week?
- Could you remember the income, expenses, and profit without looking? How important are written records?
- Practice:** Now, with your partner, go back to the summary of Daniel's furniture business on page 61 and add up the expenses, income, and profit. Would it be easier if the business owner had used a log to record the numbers?

### HOW DO I DEVELOP THE HABIT OF KEEPING RECORDS?

- Discuss:** Successful business owners keep daily records. Do you enjoy keeping records? Is it a habit for you? What prevents you from keeping records?
- Read:** Sometimes it can be hard to start a new habit, even if we know it is important. Here are five strategies for record-keeping success:
1. Remember the “why”—You can find motivation by thinking of the people who will benefit from your record keeping, such as your children.
  2. Develop skills—You may need new skills to be good at keeping records. Our discussion today will help you learn these skills.
  3. Choose friends, not accomplices—A friend is a person who helps you do the right thing. An accomplice is someone who helps you do the wrong thing. Ask those around you, including your spouse, to help you continue keeping records.
  4. Use rewards and penalties wisely and sparingly—Reward yourself for keeping daily records.
  5. Get the tools—Can you imagine digging a well without a tool? Make sure you have the tools to do what needs to be done. What tool will you use to keep records? We will learn about some tools later in this meeting.
- Discuss:** How will we each use these strategies to build the important habit of keeping good records?



*Successful business owners keep daily records.*

#### TOOLS FOR KEEPING RECORDS:

- Copies of income and expense log and income statement on page 55
- Ledger book
- Notebook at point of sale

### HOW DO I KEEP AN INCOME AND EXPENSE LOG?

**Read:** An income and expense log is a common business form. We should use it every day to record the money coming in and the money going out of our businesses.

Remember Daniel in the “I Don’t Know” video? He started keeping track of his income and expenses by using the following steps.

**Practice:** With a partner match the numbers in this table to the numbers in the income and expense log on the following page.

STEPS TO CREATE AN INCOME AND EXPENSE LOG	
	1 Daniel has <b>1500</b> in his business cash box. He put that amount as his starting balance at the beginning of the week.
Monday	2 Sold 4 chairs. In the income column he puts <b>200</b> .
	3 Adds 200 to the cash balance. New balance = <b>1700</b> .
	4 Paid 100 in rent. In the expense column he puts <b>-100</b> .
	5 Subtracts 100 from the cash balance. New balance = <b>1600</b> .
Tuesday	6 Paid 500 to Maxwell. In the expense column he puts <b>-500</b> .
	7 Subtracts 500 from the cash balance. New balance = <b>1100</b> .
Wednesday	8 Sold a table and chair set. In the income column he puts <b>400</b> .
	9 Adds 400 to the cash balance. New balance = <b>1500</b> .
Thursday	10 Sold bedroom furniture. In the income column he puts <b>1000</b> .
	11 Adds 1000 to the cash balance. New balance = <b>2500</b> .
Friday	12 Bought materials. In the expense column he puts <b>-1500</b> .
	13 Subtracts 1500 from the cash balance. New balance = <b>1000</b> .
Saturday	14 Sold a table. In the income column he puts <b>400</b> .
	15 Adds 400 to the cash balance. New balance = <b>1400</b> .
	16 Daniel finishes the week with <b>1400</b> in his business cash box.

#### 4: How do I know if my business is making a profit?

**Read:** Daniel wrote down his income and expenses every day. His income and expense log looked like this at the end of the week.

##### DANIEL'S FURNITURE INCOME AND EXPENSE LOG: AUGUST 14–20

Date	Description	Expense	Income	Cash Balance
Daniel's business <b>starting</b> balance				1500 ①
Monday 15/5	Sold 4 chairs		200 ②	1700 ③
Monday 15/5	Paid rent	-100 ④		1600 ⑤
Tuesday 16/5	Paid wages to Maxwell	-500 ⑥		1100 ⑦
Wednesday 17/5	Sold a table and chair set		400 ⑧	1500 ⑨
Thursday 18/5	Sold bedroom furniture		1000 ⑩	2500 ⑪
Friday 19/5	Paid for materials	-1500 ⑫		1000 ⑬
Saturday 20/5	Sold a table		400 ⑭	1400 ⑮
Daniel's business <b>ending</b> balance				1400 ⑯

**Discuss:** In the video, Daniel's employee, Maxwell, said he had not been paid. How does this log help Daniel resolve that issue?

### WHAT IS AN INCOME STATEMENT?

**Read:** Another important business form is the income statement. Remember how hard it was to calculate profit from memory during our activity? An income statement will help! It summarizes all transactions during a period such as a week, month, quarter, or year. The summary tells us whether the business is profitable during that period.

An income statement shows:

- Income.
- Expenses.
- Profit (or loss).

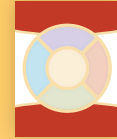
**Practice:** With a partner match the numbers in this table to the numbers in the income statement on the following page.

STEPS TO CREATE AN INCOME STATEMENT	
<b>Income</b>	<ol style="list-style-type: none"><li>1 For total sales of chairs he puts 200.</li><li>2 For total sales of tables he puts 400.</li><li>3 For total sales of dining room sets he puts 400.</li><li>4 For total sales of bedroom sets he puts 1000.</li><li>5 He adds his total sales. His total income for the week: 2000.</li></ol>
<b>Expenses</b>	<ol style="list-style-type: none"><li>6 For the cost of rent he puts -100.</li><li>7 For the cost of materials he puts -1500.</li><li>8 For employee wages he puts -500.</li><li>9 He adds his total expenses. Total expenses for the week: <b>-2100</b>.</li></ol>
<b>Profit (or Loss)</b>	<ol style="list-style-type: none"><li>10 He subtracts his expenses from his income: <math>2000-2100=-100</math>.</li></ol>



**Discuss:** What does this income statement tell us about Daniel's business?  
 What period is covered by this income statement?  
 Was Daniel's business profitable this week?  
 Can Daniel operate his business like this every week? Why or why not?

Daniel's Furniture <b>BUSINESS</b> Income Statement (Monday–Saturday)		
<b>Income</b>		
<i>Sales of chairs</i>	200	1
<i>Sales of table</i>	400	2
<i>Sales of dining room set</i>	400	3
<i>Sales of bedroom set</i>	1000	4
<i>Total Income</i>	<b>2000</b>	5
<b>Expenses</b>		
<i>Rent</i>	-100	6
<i>Materials</i>	-1500	7
<i>Employee wage</i>	-500	8
<i>Total Expenses</i>	<b>-2100</b>	9
<b>Profit (or Loss)</b>	<b>-100</b>	10



Successful business owners seek daily profit.

### HOW DO I CREATE AN INCOME AND EXPENSE LOG AND AN INCOME STATEMENT?

**Read:** To know if our business is profitable, we need an income statement. To create an income statement, we need the income and expense log.

**Practice:** You have seen how Daniel kept an income and expense log and how he used that to make an income statement. Now, work with a partner to make an income statement for Joseph. Complete the income and expense log and the income statement on the next page.

1. Create an income and expense log for Joseph's construction business.
2. Create an income statement for Joseph's construction business.
3. Once you try this, if you need help creating the income and expense log or the income statement, turn to page 56 for the answer key.

**Monday** Collected 50% down payment on a job: 2000  
**Tuesday** Paid 1500 for materials.  
**Wednesday** Worked on the job.  
**Thursday** Worked on the job.  
**Friday** Paid another 1000 for materials.  
**Saturday** Finished the job. Paid an employee 500.  
Collected remaining 2000.

Income & Expense Log from Monday–Saturday				
Date	Description	Expense	Income	Balance
<i>Business Starting Cash Balance</i>				3000
<i>Total Expenses &amp; Income</i>				

Joseph's Construction <b>BUSINESS</b> Income Statement (Monday–Saturday)	
<b>Income</b>	_____
	_____
	_____
	_____
	_____
<i>Total Income</i>	_____
<b>Expenses</b>	_____
	_____
	_____
	_____
<i>Total Expenses</i>	_____
<b>Profit (or Loss)</b>	_____

**Discuss:** What did you learn about Joseph's business from seeing his income statement?

Small business owners everywhere rely on the power of these forms. Do any of you keep income and expense logs or income statements? If so, how has this helped?

**Practice:** If you don't already keep records, copy the income and expense log and the income statement from above into your business notebook.

**Read:** Record your income and expenses every day, and at the end of the week, create an income statement. Continue to do this every day and week as your business grows. You will need these business records for the group meetings in weeks seven and eight.

**Watch:** Learn how keeping records helped Vangelis grow his business. Watch the success story "Vangelis: Street Magician." (No video? Continue reading.)

## 4: How do I know if my business is making a profit?

Income & Expense Log from Monday–Saturday				
Date	Description	Expense	Income	Balance
<b>Business Starting Cash Balance</b>				3000
21	Down payment		1 2000	5000
22	Materials	2 -1500		3500
25	Materials	3 -1000		2500
26	Paid employee	4 -500		2000
26	Final payment		5 2000	4000
<b>Total Expenses &amp; Income</b>				4000

### Joseph's Construction **BUSINESS** Income Statement (Monday–Saturday)

Income	
Down payment	2000
Final payment	2000
<b>Total Income</b>	<b>4000</b>
Expenses	
Materials	-2500
Employee wage	-500
<b>Total Expenses</b>	<b>-3000</b>
<b>Profit (or Loss)</b>	<b>1000</b>

Joseph calculates his new balance as he adds each new entry in the log.

- 1 On Monday, Joseph collected a down payment, so that goes in the income column.
- 2 For Tuesday, the amount Joseph paid for materials goes in the expense column.  
For Wednesday and Thursday, Joseph worked on the job.
- 3 For Friday, the amount Joseph paid for more materials goes in the expense column.
- 4 For Saturday, the amount paid to an employee goes in the expense column.
- 5 The amount collected for finishing the job goes in the income column.

At the end of the job, Joseph transfers the amounts to an income statement to see how much he made on the job.

# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*"I will instruct thee and teach thee in the way which thou shalt go: I will guide thee with mine eye."*

**PSALM 32:8**

#### 4: How do I know if my business is making a profit?



# COMMIT

## HOW DO I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

---

*Action partner's name*

---

*Contact information*

**Read each commitment aloud to your action partner. Promise to keep your commitments! Sign below.**

### MY COMMITMENTS

**I will use an income and expense log every day.**

**I will create a business income statement at the end of the week.**

I will achieve my weekly business goal: \_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

---

*My signature*

---

*Action partner's signature*

### HOW WILL I REPORT MY PROGRESS?

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, put “Yes,” “No,” or the number of times you kept the commitment.

<i>Used an income and expense log every day (Write # of days)</i>	<i>Created an income statement (Yes/No)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>

**Read:** Also, remember to track your personal expenses on the back of your *My Path to Self-Reliance* booklet.

**Read:** Choose someone to facilitate the *My Foundation* topic next week. (Don't know how to facilitate a *My Foundation* topic? Read page 11 and the inside front cover.)  
Ask someone to offer a closing prayer.

**Feedback Welcome**  
Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).

# Resources

## I DON'T KNOW!

Choose roles and act out the following.

### PART 1

**MAXWELL:** Daniel, I have come to get my pay for the work I did last Wednesday.

**DANIEL:** Didn't I pay you already? I'm sure I paid you.

**MAXWELL:** No, you didn't. The other guy I work for always writes it down. Do you have a record of paying me?

**DANIEL:** No, but I thought I paid.

**MAXWELL:** How would you know if you don't write it down?

**DANIEL:** I guess. ... I don't know.

### PART 2

**JAMES:** Daniel, good to see you. How's business?

**DANIEL:** I'm busy.

**JAMES:** Busy is good. Making a profit?

**DANIEL:** Yes ... I think so.

**JAMES:** You think so? What do you mean?

**DANIEL:** Well, I don't really keep records. I'm busy making furniture. I keep it in my head and hope everything works out.

**JAMES:** Really? You don't write down your income and expenses and calculate your profit or loss?

**DANIEL:** No. I'm not an accountant. I make furniture.

**JAMES:** Every business owner must keep records. That's the only way you'll know if your business is doing well or not. Ok, I'll ask again. Are you making a profit?

**DANIEL:** Um ... I don't know.

**JAMES:** Are you making more or less money than last month?

**DANIEL:** I don't know.

**JAMES:** Please, follow my advice and keep records so that you will know.

**Back to page 48**



### A WEEK AT DANIEL'S FURNITURE BUSINESS

**Read:** Read the following example of Daniel's furniture business.

After doing some research by talking to competitors and customers, Daniel learned (1) people do not like metal furniture because it gets too hot in the summer, (2) metal furniture is harder to make, and (3) metal supplies cost more than wood. He decided to sell wooden furniture instead of metal furniture.

His customers love it! He is selling lots of wooden furniture and it feels like business is going well.

- Monday** Sold 4 chairs at 50 each. Paid rent of 100.
- Tuesday** Paid 500 to an employee.
- Wednesday** Sold a table and chairs for 400.
- Thursday** Sold bedroom furniture for 1000.
- Friday** Paid 1500 for materials.
- Saturday** Sold a table for 400.

[Back to page 49](#)





# 5

*How do I separate  
my business and  
family money?*

---

Starting and Growing  
My Business

# FOR FACILITATORS

**The day of the meeting:**

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Used an income and expense log (Write # of days)	Created an income statement (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	6	Y	Y	Y	Y	Y

**10 minutes before the meeting:**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 5 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn as you kept an income and expense log?  
How will this help your business?  
What did you learn as you created a business income statement?  
How will this help your business?  
What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*

## 5: How do I separate my business and family money?



# LEARN

### HOW DO I HELP BOTH MY BUSINESS AND MY FAMILY?

**Time:** Set the timer to 60 minutes for the Learn section.

**Read:** We should have started to keep records of our business money as it comes in and goes out. That is great! But what happens when we need money for personal or family needs?

**Watch:** “Don’t Kill the Chickens: Part I” (No video? Read page 76.)

**Discuss:** Maria’s brother wants her to give him money from her business. And she wants to help. But this would hurt or even destroy her business. Plus, she has dedicated her business efforts to helping her become self-reliant. What should Maria do?

**Read:** **QUESTION OF THE WEEK—How do I separate my business and family money?**

**ACTIONS OF THE WEEK—I will keep separate accounts and daily records for my business and family money, and I will pay myself a wage.**

During this meeting, we will learn skills to help us answer this question and perform these actions.

Then, during the week, we will actually take steps to separate business and family finances. This will be a great blessing to us and to our families! Let’s read the Business Success section of the Business Success Map.



## WHY SHOULD I SEPARATE MY BUSINESS AND FAMILY MONEY?

**Watch:** “Don’t Kill the Chickens: Part II” (No video? Read page 77.)

**Discuss:** From what you learned in this video, why is it important to separate business and personal money and to pay yourself a wage?

**Read:** A business owner is both an owner and an employee. This can raise some interesting questions.

We know that great blessings come from paying tithing on our income. If we keep our business money and our personal money separate, it is easier to calculate our tithing.

Remember these steps:

1. Keep business and personal money in separate accounts or locations.
2. We pay tithing on personal income (salary or commission) that we get paid from the business.
3. Money in the business is not tithed. The money in the business is used to pay for business expenses, wages, and growth.

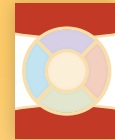
**Discuss:** What if friends or family need money, like Maria’s brother?

Someone from the group read or summarize the parable of the ten virgins from Matthew 25:1–13. Are there times when we can’t or shouldn’t share when someone asks us for help?

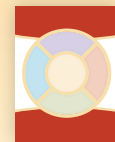
**Watch:** “Don’t Kill the Chickens: Part III” (No video? Read page 78.)

**Discuss:** Did Maria do the right thing?

**Read:** Successful business owners don’t steal from their business.



*Successful business owners pay tithing first.*



*Successful business owners don’t steal from their business.*



### HOW DO I KEEP SEPARATE RECORDS?

**Read:** So, how do we separate business and personal money? We keep separate records! Maria keeps daily records of all the money that comes into her business and all that goes out. She also keeps daily records of all the money that comes to her family and all that goes out. These records are called “income and expense logs.” She keeps two completely separate logs—one for business money and one for personal money.

Lenders will often want to see a business income and expense log before making a loan. Keeping careful records will help us be ready if we decide to borrow to grow our businesses.

**Practice:** Look at this sample of her business income and expense log. Notice that on August 16 (the day Maria’s brother asked for the money), Maria’s business had 3200 in its bank account.

**Maria’s BUSINESS Income and Expense Log: August 14–20**

Date	Description	Expense	Income	Cash Balance
Maria’s <i>business</i> cash balance				2600
August 14	Purchased Feed	-300		2300
August 15	Egg Sales		500	2800
August 16	Egg Sales		400	3200
August 17	Maria’s Wage	-3000		200
August 18	Egg Sales		600	800
August 19	Purchased Feed	-600		200
August 20	Egg Sales		700	900



**Discuss:** What would happen to Maria's business money if her business gives her brother 1000? Would she be able to pay herself her 3000 wage the next day?

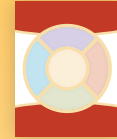
Should Maria feel guilty if her business does not give money to a family member in need?

Look on both her business and personal logs and find the lines that show her wage. Can you see that her wage is an expense to the business and an income to her personal money?

**Read:** As we learned earlier, Maria is correct to pay her tithing on her personal income.

**Wage or Commission?**

*If there is not enough cash in Maria's business to pay her a regular wage, she can pay herself a commission based on sales.*



*Successful business owners keep daily records.*

Maria's **PERSONAL** Income and Expense Log: August 14–20

Date	Description	Expense	Income	Cash Balance
Maria's <i>personal</i> cash balance				600
August 14	Food	-100		500
August 15	Clothing	-200		300
August 16	Bus Pass	-200		100
August 17	Wage		3000	3100
August 17	Tithing	-300		2800
August 19	Food	-1500		1300
August 20	Rent	-600		700

### HOW DO I SEPARATE MY MONEY?

**Read:** Let's practice separating our business and personal money. For the following example, imagine that you have a business that sells drinking water.

**Watch:** "Your Water Business" (No video? Just continue.)

**Practice:** Follow these five steps, and use the forms on the next page to separate your business and personal money.

1. Look at the personal and business income and expenses for each day of the week.
2. Record your business money in your business income and expense log.
3. Record your personal money in your personal income and expense log.
4. Create your business income statement from the information in your business log.
5. Create your personal income statement from the information in your personal log.

Check your work with the answer key on page 79.

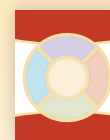
**Discuss:** What did you learn from this exercise? If you made mistakes, do you understand why? Those who understand can help those who are confused.

**Read:** Successful business owners keep daily records and use them to make wise business decisions.

While Maria does not enjoy keeping records, she makes herself keep separate records for her business and personal money every day. This is the smart way to do business!

Plus she also knows that if she ever needs a business loan, lenders will want to see daily records.

**Watch:** See how Daniel improved his business by using principles of self-reliance, including record keeping. Watch the success story "Daniel & Christiana: General Store." (No video? Skip to the next page.)



*Successful business owners separate their business and personal records.*

## 5: How do I separate my business and family money?

**Monday 2/9** Sold 100 bottles at 10 each. Bought food for family for 300.

**Tuesday 3/9** Paid 800 for business supplies. Sold 30 bottles at 10 each.

**Wednesday 4/9** Paid 500 for kids' school fees. Paid yourself a wage of 1000. Paid 100 for tithing.

**Thursday 5/9** Paid 500 for personal rent. Sold 10 ice blocks at 10 each.

**Friday 6/9** Sold 100 bottles at 10 each. Paid business fees of 200.

**Saturday 7/9** Sold 20 bottles at 10 each. Bought new clothes for 100.

### My BUSINESS Income & Expenses: 2/9-7/9

Date	Description	Expense	Income	Balance
	<b>Business</b> Cash Balance			1000
<b>Total Expenses and Income</b>				

### My BUSINESS Income Statement (2/9-7/9)

<b>Income</b>	
Sales of water bottles	_____
Sales of ice blocks	_____
<b>Total business income</b>	_____
<b>Expenses</b>	
Supplies	_____
Business fees	_____
Wages	_____
<b>Total business expenses</b>	_____
<b>Business profit (or loss)</b>	
(Income - Expenses = )	_____

### My PERSONAL Income & Expenses: 2/9-7/9

Date	Description	Expense	Income	Balance
	<b>Personal</b> Cash Balance			1000
<b>Total Expenses and Income</b>				

### My PERSONAL Income Statement (2/9-7/9)

<b>Income</b>	
Wage	_____
<b>Total personal income</b>	_____
<b>Expenses</b>	
Tithing	_____
Rent	_____
Food	_____
Other	_____
<b>Total personal expenses</b>	_____
<b>Personal profit (or loss)</b>	
(Income - Expenses = )	_____

## 5: How do I separate my business and family money?

**Read:** We have learned some important skills today that will help us succeed. Let's work hard this week to make these skills a habit. Let's keep separate accounts and daily records!

**Discuss:** Who or what might make it hard for you to keep separate records daily? You can make a plan to make it easier. You could do it at the same time each day. You could keep the records in a specific place. You could create reminders for yourself. Write your plan below.

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### HOW DO I PRESENT MY BUSINESS?

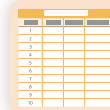
**Read:** Next week we will make presentations to our group about our businesses. We want to be able to describe our businesses to others. We want to hear suggestions about our businesses.

**Read:** Follow these instructions or present in a way most comfortable to you.

#### MY BUSINESS IN THREE MINUTES—INSTRUCTIONS

<b>Part 1</b>	<b>In less than one minute,</b> describe your business.
<b>Part 2</b>	<b>In less than one minute,</b> describe how answering one of the following questions greatly improved your business. 1. What do people want to buy? 2. How do I sell? 3. How do I control costs? 4. How do I increase profits? 5. How do I run my business?
<b>Part 3</b>	<b>In less than one minute,</b> describe one thing you will do to continue improving your business.

**Read:** During the week, think about what you would like to share. Describe your business in your business notebook. If you want, practice giving your presentation to your family or friends. Come next week prepared to share your business presentations.





# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Draw near unto me and I will draw near unto you; seek me diligently and ye shall find me; ask, and ye shall receive; knock, and it shall be opened unto you.”*

**DOCTRINE AND COVENANTS 88:63**

## 5: How do I separate my business and family money?



# COMMIT

### HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_

*Action partner's name*

\_\_\_\_\_

*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

#### MY COMMITMENTS

**I will keep separate records for business and personal money.**

**I will pay myself a wage or commission regularly and keep that personal money in a separate location or account from my business money.**

**I will prepare a 3-minute presentation on my business.**

I will achieve my weekly business goal: \_\_\_\_\_

\_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_

*My signature*

\_\_\_\_\_

*Action partner's signature*

**HOW WILL I REPORT MY PROGRESS?**

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

<i>Kept separate records (Yes/No)</i>	<i>Paid myself a wage separate from business money (Yes/No)</i>	<i>Prepared my business presentation (Yes/No)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>

**Read:** In our next meeting, we will do our self-reliance assessments again to see if we are becoming more self-reliant. We will need to bring our *My Path to Self-Reliance* booklets.

**Read:** Choose someone to facilitate the *My Foundation* topic next week. (Don’t know how to facilitate a *My Foundation* topic? Read page 11 and the inside front cover.)

Ask someone to offer a closing prayer.

**Feedback Welcome**

Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).

**Note to Facilitator:**

Next week, bring five extra copies of *My Path to Self-Reliance*.

# Resources

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## DON'T KILL THE CHICKENS: PART I

Choose roles and act out the following.

**SETTING:** *Maria has several chickens and is able to provide for her family by selling eggs to local stores and restaurants. Mateo, Maria's brother, comes to visit.*

**MATEO:** *Maria!*

**MARIA:** *Hi, Mateo. How are you?*

**MATEO:** *Things are good. Wow! Look at all those eggs. Your business is doing well!*

**MARIA:** *Yes, and I'm grateful. I have been using the things I learned in my self-employment group. I've been keeping all my commitments and it's working! The Lord is really blessing us. All of the hard work is paying off.*

**MATEO:** *That's wonderful. Maybe I should join a group too. Anyway, I've got some good news, too! I found an apartment for my family! We can finally have running water—and a window! Except I don't have quite enough money right now. I need 1000 to move in. I don't want to lose this place, Maria. It's perfect for us. Will you help me?*

**MARIA:** *Mateo, I want to help you, and I could maybe give you the 1000, but I'd have to sell my chickens.*

**Back to page 66**



### DON'T KILL THE CHICKENS: PART II

Take turns reading the following paragraphs.

*Imagine that you work at a hotel. Could you take money from the hotel anytime you want? Could your brother take money whenever he needs it? They'd probably put him in jail!*

*Now think about your business. Your business needs to grow and prosper so you can keep the commandment to be self-reliant. Your business is a tool the Lord can use to bless you. If it is successful, you will be able to bless many others. So, how do you protect your business to help it succeed? Should you take money from your business anytime for personal needs? Should your brother or neighbor?*

*Here is the key: you and your business are different! There must be separate places to keep business money and personal money. You could use separate boxes or separate bank accounts. You also need to keep separate records for business money and personal money: separate places and separate records.*

*But then, how do you get money out of your business for your family?*

*Well, how would this happen if you worked for someone else? That person or business would pay you a wage, right? Or if you were a salesperson, the business might pay you a commission. Your wage or commission would be your income—and you would pay tithing on this income. Then you could spend the rest for your personal needs, like food or clothing—or even to help your brother.*

*As business owner, you should pay*

*yourself a wage—a certain amount of money every week, for example. If there is not enough cash in your business to pay a regular wage, you could still pay yourself a commission—a percentage of sales. Either way, the wage or commission becomes your personal income. You pay tithing on this income. And then you can use the rest for food, rent, medicine, and savings.*

*This simple step—separating your business and personal money—will protect both you and your business. Your business can grow and succeed. And you will know what money from your personal account you can use and share.*

**Back to page 67**

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### DON'T KILL THE CHICKENS: PART III

Choose roles and act out the following.

**MARIA:** *Mateo, if I sell all my chickens, you know what that would do to my business, don't you? I wouldn't have any eggs to sell. And then my business would go under. And then how would I feed my family? I'm sorry. I hope you can understand that I can't just take money from the business whenever I need it. I only pay myself a regular wage. The rest of the money is for keeping the business going and helping it grow, so we can become self-reliant. We are becoming self-reliant so we can bless others.*

**MATEO:** *I understand.*

**MARIA:** *However, I do have 200 from my personal savings that I can give you, if that would help.*

**MATEO:** *Actually, that would help a lot. Thank you, Maria.*

**MARIA:** *You're welcome. I'm glad I could help a little.*

**Back to page 67**

**YOUR WATER BUSINESS: ANSWER KEY**

- Monday 2/9** ① Sold 100 bottles at 10 each.      ② Bought food for family for 300.
- Tuesday 3/9** ③ Paid 800 for business supplies.      ④ Sold 30 bottles at 10 each.
- Wednesday 4/9** ⑤ Paid 500 for kids' school fees.      ⑥ Paid yourself a wage of 1000.      ⑦ Paid 100 for tithing.
- Thursday 5/9** ⑧ Paid 500 for personal rent.      ⑨ Sold 10 ice blocks at 10 each.
- Friday 6/9** ⑩ Sold 100 bottles at 10 each.      ⑪ Paid business fees of 200.
- Saturday 7/9** ⑫ Sold 20 bottles at 10 each.      ⑬ Bought new clothes for 100.

**My BUSINESS Income & Expenses: 2/9–7/9**

Date	Description	Expense	Income	Balance
<b>Business Cash Balance</b> →				1000
2/9	Sold 100 bottles ①		1000	2000
3/9	Business supplies ③	-800		1200
3/9	Sold 30 bottles ④		300	1500
4/9	Wages ⑥	-1000		500
5/9	Sold 10 ice blocks ⑨		100	600
6/9	Sold 100 bottles ⑩		1000	1600
6/9	Business fees ⑪	-200		1400
7/9	Sold 20 bottles ⑫		200	1600
<b>Total Expenses &amp; Income</b>		2000	2600	1600

**My BUSINESS Income Statement (2/9–7/9)**

<b>Income</b>	
Sales of water bottles ① ④ ⑩ ⑫	2500
Sales of ice blocks ⑨	100
<b>Total business income</b>	<b>2600</b>
<b>Expenses</b>	
Supplies ③	800
Business fees ⑪	200
Wages ⑥	1000
<b>Total business expenses</b>	<b>2000</b>
<b>Business profit (or loss)</b> (Income – Expenses = )	<b>600</b>

**My PERSONAL Income & Expenses: 2/9–7/9**

Date	Description	Expense	Income	Balance
<b>Personal Cash Balance</b> →				1000
2/9	Food ②	-300		700
4/9	School fees ⑤	-500		200
4/9	Wage ⑥		1000	1200
4/9	Tithing ⑦	-100		1100
5/9	Rent ⑧	-500		600
7/9	Shirt ⑬	-100		500
<b>Total Expenses &amp; Income</b>		1500	1000	500

**My PERSONAL Income Statement (2/9–7/9)**

<b>Income</b>	
Wage ⑥	1000
<b>Total personal income</b>	<b>1000</b>
<b>Expenses</b>	
Tithing ⑦	100
Rent ⑧	500
Food ②	300
Other ⑤ ⑬	600
<b>Total personal expenses</b>	<b>1500</b>
<b>Personal profit (or loss)</b> (Income – Expenses = )	<b>-500</b>

Back to page 70





6

*How is my  
business  
progressing?*

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Starting and Growing  
My Business

# FOR FACILITATORS

**The day of the meeting:**

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.
- Bring five extra copies of *My Path to Self-Reliance*.

**NEW!**

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Kept separate records (Yes/No)	Paid myself a wage separate from business money (Yes/No)	Prepared my business presentation (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	Y	Y	Y	Y	Y	Y	Y

**10 minutes before the meeting:**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 6 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn as you kept separate records for personal and business money? How will this help your business?

What did you learn as you paid yourself a wage and kept it separate from your business? How will this help your business?

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## HOW DO I DESCRIBE MY BUSINESS?

**Read:** Today we will make our business presentations. When we describe our business to others, we learn things about our business that may help us improve. As we have ideas during and after the presentations, let's write them in our business notebooks.

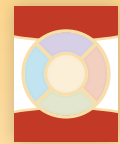
**Read:** QUESTION OF THE WEEK—How can I explain my business to others?

**ACTION OF THE WEEK—I will seek ideas from others on how to grow my business.**

**Time:** For each person who presents, set the timer for three minutes. Let the presenter know when there is one minute left.

**Read:** We will now have our first presentation. Who would like to go first? Remember, you have three minutes to make your presentation and then two minutes for discussion.

**Read:** Follow the instructions on the next page.



*Successful business owners improve something every day.*



### MY BUSINESS IN THREE MINUTES—INSTRUCTIONS

<b>Part 1</b>	<b>In less than one minute</b> , describe your business.
<b>Part 2</b>	<b>In less than one minute</b> , describe how answering one of the following questions greatly improved your business. <ol style="list-style-type: none"> <li>1. What do people want to buy?</li> <li>2. How do I sell?</li> <li>3. How do I control costs?</li> <li>4. How do I increase profits?</li> <li>5. How do I run my business?</li> </ol>
<b>Part 3</b>	<b>In less than one minute</b> , describe one thing you will do to continue improving your business.

**Time:** Now, set the timer for two minutes for discussion.

**Discuss:** Ask each other questions. Counsel together. Help improve this group member's business.

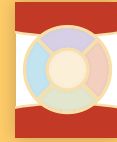
**Read:** Now, repeat these steps for each group member until everyone has presented.

### WHAT DID I LEARN?

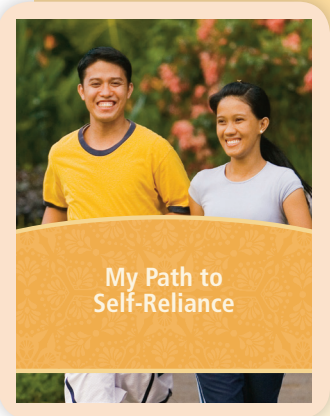
- Discuss:** Successful business owners learn continually. What did you learn from other group members that will help you improve your business?
- Read:** In our next six meetings, we will learn how to grow our businesses. For our next meeting, we will need to bring business income and expense logs and our business income statements from the last two weeks.
- If we have not yet started a business, we will help others with their income and expense logs and business income statements. This will be good practice for us.
- Watch:** See how Felix improved his business by using principles of self-reliance. Watch “Felix: Refrigeration Parts.” (No video? Just continue.)

### AM I BECOMING MORE SELF-RELIANT?

- Read:** Our goal is self-reliance, both temporal and spiritual. Making our businesses succeed is only part of that goal.
- Discuss:** What changes have you seen in your life as you have practiced and taught the *My Foundation* principles?
- Practice:** Open your *My Path to Self-Reliance* booklet to a blank self-reliance assessment (in the back). Complete the steps.
- When you are done, take three minutes to ponder the following:
- Are you now more aware of your expenses? Can you now answer “often” or “always” to more of these questions? Are you more confident in the amount you have set as your self-reliant income? Are you closer to achieving your self-reliant income? What can you do to improve?



*Successful business owners learn continually.*



# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Search diligently, pray always, and be believing, and all things shall work together for your good.”*

**DOCTRINE AND COVENANTS 90:24**

## 6: How is my business progressing?



# COMMIT

### HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

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*Action partner's name*

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*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

#### MY COMMITMENTS

**I will bring my business notebook with my income and expense logs to our next meeting.**

I will achieve my weekly business goal: \_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

---

*My signature*

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*Action partner's signature*

## HOW WILL I REPORT MY PROGRESS?

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

Brought income and expense logs (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)

**Read:** Choose someone to facilitate the *My Foundation* topic next week. (Don’t know how to facilitate a *My Foundation* topic? Read page 11 and the inside front cover.)

Ask someone to offer a closing prayer.

### **Feedback Welcome**

Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).





# 7

*How will I grow  
my business?*

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Starting and Growing  
My Business

# FOR FACILITATORS

## The day of the meeting:

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

## 30 minutes before the meeting:

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Brought income and expense logs (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	Y	Y	Y	Y	Y

## 10 minutes before the meeting:

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

## At starting time:

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 7 in *My Foundation*. Then return to this workbook and continue reading on the next page.





# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What ideas did you try on your business?

What did you learn by trying these ideas?

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## WHAT WILL HELP MY BUSINESS MAKE MORE MONEY?

**Time:** Set the timer to 60 minutes for the Learn section.

**Watch:** “Bicycle or Chickens?” (No video? See script on page 102.)

**Read:** An asset is something a business owns that is valuable. You can buy and sell assets. For example, Maria could buy a chair to sit on when selling eggs and she could sell a chicken. These are assets. A productive asset makes money for a business. Maria’s hens are productive assets because they produce eggs, which Maria sells for money. A chair is an asset, but not a productive asset. It doesn’t make money.

**Discuss:** Successful business owners use productive assets to grow their business. How can a sewing machine or bicycle be a productive asset?

**Practice:** Choose a partner. List the productive assets your business already has:

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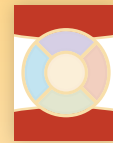
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**Read:** QUESTION OF THE WEEK—How do I use productive assets to grow my business?

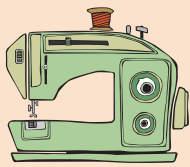
**ACTION OF THE WEEK**—I will identify the assets I have and determine how to make them more productive. I will identify and prioritize other assets I need.



*Successful business owners use productive assets to grow their business.*

## HOW CAN I MAKE MY ASSETS MORE PRODUCTIVE?

- Read:** Read the scripture on the right. We must use assets wisely. We take care of our assets so that they can be very productive.
- Discuss:** What would happen to Maria's business if she did not take good care of her productive assets (her chickens)?
- Practice:** Now, look at these business assets. Which of the following assets are currently productive assets?



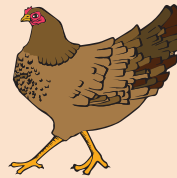
### SEWING MACHINE

Gloria is sewing many shirts today.



### BROKEN BICYCLE

David hopes to fix his bicycle and use it soon.



### HEN THAT DOESN'T LAY EGGS

Maria is waiting to see if her hen starts laying eggs.

- Read:** We need to use our assets as productively as possible. Read the following example of a wise steward.

### GLORIA'S SEWING SHOP:

Gloria had one sewing machine. She took good care of it. She could sew five shirts each day. Her customers wanted more shirts.

She thought of hiring a helper and buying another sewing machine. But instead of buying another sewing machine, Gloria hired her friend to sew with Gloria's machine during the night. Now Gloria's business is able to make 10 shirts each day with one sewing machine.

- Discuss:** How was Gloria a wise steward with her productive asset? How can you make your own assets more productive?

*"Thou shalt be diligent in preserving what thou hast, that thou mayest be a wise steward."*

**DOCTRINE AND COVENANTS 136:27**

### HOW CAN I GET MORE PRODUCTIVE ASSETS?

**Practice:** Think of assets that you could get that would help you grow your business. List them below.

TYPES OF ASSETS	ASSETS I HAVE	NEW ASSETS THAT COULD HELP GROW MY BUSINES
Tool/Machine		
Vehicle		
Building		
Animal		
Other		

**Practice:** Form a group with two other people. Discuss why these assets would help your business grow.

**Practice:** How could you get the assets you listed on the previous page? Below is a list of ways business people get new assets. Divide into groups of three, and discuss the advantages and disadvantages of each option. List them below.

WAYS TO GET THE ASSETS	ADVANTAGES	DISADVANTAGES
Save to buy an asset		
Get a partner who has an asset		
Rent an asset		
Borrow an asset		
Get a loan to buy an asset		
Other		

**Practice:** Now, with the same small group, discuss the following:

Which asset would be the most useful for your business right now? How much money will it help you make? How easy would it be to get? What are some of the ways that you could pay for the new asset?

**Watch:** Watch the success story “Susy: Private School Bus” to see how Susy has improved her business already and how she plans to get a productive asset. (No video? Skip to the next page.)

### HOW CAN I CONTROL COSTS?

**Read:** Productive assets help our businesses make money. To grow our businesses, we also need to control costs. But not all expenses are the same!

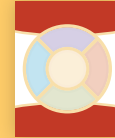
**Watch:** “Careful with Fixed Costs” (No video? Read page 103.)

**Read:** **Variable costs** increase or decrease with sales.

**Fixed costs** must be paid no matter how much or how little we sell.

Successful business owners only add fixed costs when they know they will help the business make more money.

**Practice:** Look at Daniel’s business expenses. Circle *fixed* or *variable* for each expense.



*Successful business owners only add fixed costs when they will increase profits.*

DANIEL’S BUSINESS EXPENSES		
Rent for shop	Fixed	Variable
Wood for furniture	Fixed	Variable
Delivery costs	Fixed	Variable
Daniel’s wage	Fixed	Variable

**Practice:** List your own business expenses. Circle *variable* or *fixed* for each expense.

MY BUSINESS EXPENSES		
	Fixed	Variable
	Fixed	Variable
	Fixed	Variable
	Fixed	Variable
	Fixed	Variable
	Fixed	Variable
	Fixed	Variable
	Fixed	Variable

**Read:** During the week, we will record our income and expenses, showing which are fixed and which are variable, and we will bring our income statements to our next meeting.

# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Trust in the Lord with all thine heart; and lean not unto thine own understanding. In all thy ways acknowledge him, and he shall direct thy paths.”*

**PROVERBS 3:5-6**



# COMMIT

## HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_ *Action partner's name*

\_\_\_\_\_ *Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

### MY COMMITMENTS

**I will write a plan to make my current assets more productive.**

**I will identify the most important new productive assets I need for my business.**

**I will bring my income statements, with fixed and variable expenses, to the next meeting.**

I will achieve my weekly business goal: \_\_\_\_\_

\_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_ *My signature*

\_\_\_\_\_ *Action partner's signature*



## HOW WILL I REPORT MY PROGRESS?

**Practice:** During the week, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

Wrote a plan to make assets more productive (Yes/No)	Identified most important new assets (Yes/No)	Brought my income statements (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)

**Read:** Choose someone to facilitate the *My Foundation* topic next week. Ask someone to offer a closing prayer.

**Feedback Welcome**  
 Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).

# Resources

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## BICYCLE OR CHICKENS?

Choose roles and act out the following.

**NAOMI:** *Hi, Maria. How is your business? Is it growing?*

**MARIA:** *It's ok, but I am very tired. I work very hard, but I don't make enough money.*

**NAOMI:** *Sounds like you need more productive assets.*

**MARIA:** *What are productive assets?*

**NAOMI:** *Things that help your business make more money.*

**MARIA:** *Oh, I like that. I would like more productive assets ... but wait; I don't think I have any now.*

**NAOMI:** *Sure you do. Your chickens are productive assets. Would you make more money if you had more chickens?*

**MARIA:** *Yes, I would. I should get more chickens.*

**NAOMI:** *What else would make it easier for you to do business?*

**MARIA:** *It would really be nice to have a bicycle to deliver eggs and to haul chicken feed. My feet get so tired from walking.*

**NAOMI:** *Well, maybe you should buy a bicycle. Would you make more money if you had a bicycle?*

**MARIA:** *Yes, if I had a bicycle, I would deliver more quickly. I would have more time to sell. But should I get a bicycle or more chickens?*

**NAOMI:** *Which is the highest priority for your business right now? A bicycle or more chickens?*

**MARIA:** *I don't know. How can I decide?*

**Back to page 94**

## CAREFUL WITH FIXED COSTS

Choose roles and act out the following:

**MARIA:** Naomi, I think productive assets will make my business more money. But I'm worried about the costs.

**NAOMI:** Good, Maria, you should always try to reduce costs.

**MARIA:** How would I know what my costs will be? They change so much!

**NAOMI:** First, you need to divide your fixed and variable costs.

**MARIA:** Oh, I don't know what that means.

**NAOMI:** Let me describe it this way. Do you know Daniel?

**MARIA:** The guy who sells furniture?

**NAOMI:** Yes. When Daniel makes a chair to sell, do you think he pays a supplier for the wood he uses to build it?

**MARIA:** Yes.

**NAOMI:** That's right. Daniel likes to wait until he has an order before he buys any wood.

If Daniel sells one chair this month, he only pays for wood for one chair. If he sells ten chairs next month, he will pay ten times as much for wood.

**MARIA:** But that's ok, because he sells ten times as many chairs!

**NAOMI:** Exactly. Daniel's cost for the wood is a variable cost. It goes up or down depending on how much he sells.

Now, Daniel pays rent for his shop. Let's say his rent is 1000 per month. How much rent does he pay if he sells ten chairs?

**MARIA:** 1000, of course.

**NAOMI:** How much does he pay if he only sells one chair?

**MARIA:** Still 1000. It doesn't change.

**NAOMI:** That's right. Daniel's rent is a fixed cost. It doesn't matter how much or how little he sells. He still has to pay.

**MARIA:** Oh, I don't think I like fixed costs.

**NAOMI:** We just have to be careful with fixed costs. They can be helpful if they are for productive assets.

**MARIA:** And we sell enough to pay for them!

**NAOMI:** That's right!

**MARIA:** Naomi, can you help me know which of my costs are fixed and which are variable?

**Back to page 98**





# 8

*How much can I afford to invest to grow my business?*

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**Starting and Growing My Business**

# FOR FACILITATORS

## The day of the meeting:

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

## 30 minutes before the meeting:

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Wrote a plan to make current assets more productive (Yes/No)	Identified most important new assets (Yes/No)	Brought my income statements (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	Y	Y	Y	Y	Y	Y	Y

## 10 minutes before the meeting:

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

## At starting time:

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 8 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** How will you make your assets more productive? How will you maintain your assets?

Which new productive asset is your highest priority? Why?

What are your fixed and variable expenses? How does it help to know the difference?

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## CAN I AFFORD MORE ASSETS?

**Time:** Set the timer for 60 minutes for the Learn section.

**Read:** One way to grow our businesses is to add productive assets. Before we add productive assets to our businesses, we need to know if we can afford it.

**Watch:** “Can I Afford More Assets? (Part I)” (No video? Read page 122.)

**Discuss:** How could Maria find out if she will have enough money to pay back the loan?

**Read:** Successful business owners make sure they can afford improvements to their businesses before they make them.

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**Read:** **QUESTION OF THE WEEK—Can I afford a loan to buy an asset?**

**ACTION OF THE WEEK—I will create cash flow statements to better understand the future of my business.**

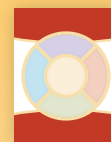
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**Read:** A cash flow statement is a tool that helps you look at your business so that you can identify ways to grow your business. There are three steps for creating a cash flow statement:

- Step 1. Using your past income statements, look at your business’s past performance.
- Step 2. Look at the future of your business by asking yourself this question: “What will my income and expenses be in the future?”
- Step 3. Figure out the available cash you will have in the future.

A cash flow statement can help you decide between different ways to grow your business, such as adding to your product selection, decreasing your expenses, increasing your income, and evaluating possible loans.

**Watch:** Watch the success story “Rosanny: Hot Food” to see how getting a loan helped Rosanny grow her business. (No video? Skip to the next page.)



*Successful business owners make investments wisely.*



## HOW MUCH CASH IS AVAILABLE CURRENTLY?

**Watch:** “How Much Cash is Available?” (No video? Just continue.)

After you watch the video, review this page so you can remember what you learned.

**Read:** To know if Maria has enough cash to grow her business, she needs to know three things: **the past**, **the future**, and **the cash flow**.

She can find out these three things by creating a cash flow statement.

### STEP 1: The Past

Using her income statements, Maria writes down her income, fixed expenses, variable expenses, and profit or loss for the last two months.

	2 Months ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Income	4400	4400						
Fixed Expenses	-3300	-3300						
Variable Expenses	-1000	-1000						
Profit (or Loss)	100	100						
Starting Cash								
Available Cash								

**Discuss:** Look at Maria’s cash flow statement above. What do the last two months of income tell Maria about her business?

## 8: How much can I afford to invest to grow my business?

### STEP 2: The Future

Based on the numbers from the past two months, Maria writes what she thinks her future income, fixed expenses, variable expenses, and profit or loss will be.

	2 Months ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Income	4400	4400	4400	4400	4400	4400	4400	4400
Fixed Expenses	-3300	-3300	-3300	-3300	-3300	-3300	-3300	-3300
Variable Expenses	-1000	-1000	-1000	-1000	-1000	-1000	-1000	-1000
Profit (or Loss)	100	100	100	100	100	100	100	100
Starting Cash								
Available Cash								

Maria doesn't plan to make any changes to her business, so she thinks her income and expenses for the next six months will be the same as the last two months.

**Discuss:** Look at Maria's cash flow statement above. Do Maria's monthly profits change?

**STEP 3: Available Cash**

Starting cash is what Maria has in the bank at the start of the month. In this case, she starts with 50.

	2 Months ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Income	4400	4400	4400	4400	4400	4400	4400	4400
Fixed Expenses	-3300	-3300	-3300	-3300	-3300	-3300	-3300	-3300
Variable Expenses	-1000	-1000	-1000	-1000	-1000	-1000	-1000	-1000
Profit (or Loss)	100	100	100	100	100	100	100	100
Starting Cash	50	150	250	350	450	550	650	750
	100	100	100	100	100	100	100	100
Available Cash	150	250	350	450	550	650	750	850

Each month she adds her monthly profits to her starting cash to get her available cash ( $50 + 100 = 150$ ).

The available cash becomes the starting cash for the next month (150).

**Discuss:** Look at the cash flow statement above. How much money does Maria have available at the end of the six months?

**Read:** Now that Maria knows how much cash she might have available over the next six months, she can decide between the different ways to grow her business.

## HOW MUCH CASH IS AVAILABLE FOR LOAN PAYMENTS?

**Practice:** Now let's see what happens to Maria's cash flow if she borrows 1500 for 6 months to buy 15 chickens. Look at Maria's cash flow statement to the right. Does Maria have enough cash flow for loan payments of 275? With a partner, check Maria's available cash.

**Discuss:** Together with the whole group, discuss the following questions: What should Maria do? Should Maria try a different loan amount? Could she save and pay cash for the chickens?

**Maria's cash flow statement**

1. Because she will have more eggs, Maria thinks that each month she will have about 900 more in income (60 more in income per chicken times 15). 900 plus her current income of 4400 is 5300.

2. She thinks that her fixed expenses would increase to 3500 (200 more to rent a bike plus her existing expense of 3300).

3. If she takes out the loan, she will also have a fixed expense of 275 (350 the first month).

	2 Months ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Income	4400	4400	5300	5300	5300	5300	5300	5300	5300	5300
Fixed Expenses	-3300	-3300	-3500	-3500	-3500	-3500	-3500	-3500	-3500	-3500
Loan Payment			-350	-275	-275	-275	-275	-275		
Variable Expenses	-1000	-1000	-1600	-1600	-1600	-1600	-1600	-1600	-1600	-1600
Profit (or Loss)	100	100	-150	-75	-75	-75	-75	-75	200	200
Starting Cash	50	50	250	100	25	-50	-125	-200	-275	-75
	100	100	-150	-75	-75	-75	-75	-75	200	200
Available Cash	150	250	100	25	-50	-125	-200	-275	-75	125

4. She thinks that her variable expenses will increase to 1600 because of 500 more in chicken feed and 100 for her niece to deliver the eggs.

5. In the first two months, Maria has enough available cash to make the loan payment.

6. However, look at the last four months of the loan (months 3–6). Will Maria have enough money to make all of her loan payments?

7. After Maria has paid off the loan, her profits go back up. But is it too late?

## 8: How much can I afford to invest to grow my business?

**Watch:** “Can I Afford More Assets? (Part II)” (No video? Read page 123.)

**Practice:** Now let’s see what happens if Maria gets a loan for a smaller amount: 800 for 6 months to buy 8 chickens. Look at Maria’s cash flow statement to the right. Does Maria have enough cash flow for a loan of 800? With a partner, check Maria’s available cash.

**Discuss:** Together with the whole group, discuss the following questions: Could Maria handle a larger loan payment? Should she get a larger loan?

**Read:** In this example, Maria is using her cash flow statement to decide if she can afford new chickens. She could also use the cash flow statement to decide on different changes to her business, such as renting a bike, buying a new sign, or buying different feed.

**Maria's cash flow statement**

1. Maria thinks that with 8 new chickens, she will have about 480 more in income (60 more in income per chicken times 8). 480 plus her current income of 4400 is 4880.

2. She thinks that her fixed expenses will not increase because she will not rent a bike.

3. If she takes out this loan, Maria will have a fixed expense of 150 (250 the first month).

	2 Months ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
Income	4400	4400	4880	4880	4880	4880	4880	4880	4880	4880
Fixed Expenses	-3300	-3300	-3300	-3300	-3300	-3300	-3300	-3300	-3300	-3300
Loan Payment			-250	-150	-150	-150	-150	-150		
Variable Expenses	-1000	-1000	-1300	-1300	-1300	-1300	-1300	-1300	-1300	-1300
Profit (or Loss)	100	100	30	130	130	130	130	130	280	280
Starting Cash	50	50	250	280	410	540	670	800	930	1210
	100	100	30	130	130	130	130	130	280	280
Available Cash	150	250	280	410	540	670	800	930	1210	1490

4. She thinks that her variable expenses will increase to 1300 because of 250 more in chicken feed and 50 for her niece to deliver the eggs.

5. Look at her available cash. Will Maria have enough money to make all of her loan payments?

6. Look at Maria's profits and losses. Notice that her profits are lower during the loan but are higher than before she got the loan.

### HOW MUCH CASH IS AVAILABLE FOR MY BUSINESS?

**Practice:** Now make a cash flow statement for your own business. Find a partner, and on the cash flow statement to the right do the following steps. (See pages 109–115 for help.) There are more blank forms on page 118. You can copy this into your business notebook.

Think of a productive asset you could get for your business. Think about how much more income and expenses you would have.

If you don't know what numbers to use or you don't have a business, help someone who does. This is just practice.

**Read:** After our next meeting, we will talk with lenders and find out what our loan payments will be. We will then be able to include loan payments in our cash flow statements.

**Discuss:** How does knowing your available cash help you make decisions about your business? Besides loan payments, are there other ways that knowing your cash flow can help you grow your business?





**Your cash flow statement**

**1.** Using your income statements, write your income and expenses from the last two months.

**2.** Write what you think your new income will be for the next six months (previous income plus income from new asset).

**3.** Write what you think your new expenses will be for the next six months (previous expenses plus expenses for new asset).

**4.** You will write your loan payments here, but if you don't know them yet, leave this line blank for now.

	2 Months ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Income								
Fixed Expenses								
Loan Payment								
Variable Expenses								
Profit (or Loss)								
Starting Cash								
Available Cash								

**5.** Calculate your profits and losses by subtracting your expenses from your income.

**6.** To find out how much available cash you have, add your profit to (or subtract your loss from) the starting cash.

**7.** When you find out your loan payment amounts, you can use this cash flow to see if you have enough available cash to make all your loan payments.

## 8: How much can I afford to invest to grow my business?

### SIX-MONTH CASH FLOW STATEMENTS

Create a cash flow statement to show your current business situation. See pages 109–117 for help.

CASH FLOW #1: CURRENT SITUATION								
	2 Months Ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Total Income								
Fixed Expenses								
Loan Payments								
Variable Payments								
Total Profit/Loss								
Starting Cash								
Available Cash								

Next, create a cash flow statement that includes a way to get a new asset.

CASH FLOW #2: NEW ASSET								
	2 Months Ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Total Income								
Fixed Expenses								
Loan Payments								
Variable Payments								
Total Profit/Loss								
Starting Cash								
Available Cash								



# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Commit thy way unto the Lord; trust also in him; and he shall bring it to pass.”*

**PSALM 37:5**

8: How much can I afford to invest to grow my business?



# COMMIT

## HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_ *Action partner's name*

\_\_\_\_\_ *Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

### MY COMMITMENTS

**I will create a cash flow statement for my current business situation.**

**I will create a cash flow statement that includes a way to get a new asset.**

I will achieve my weekly business goal: \_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_ *My signature*

\_\_\_\_\_ *Action partner's signature*

## HOW WILL I REPORT MY PROGRESS?

**Practice:** During the week, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

<i>Created a cash flow for current situation (Yes/No)</i>	<i>Created a cash flow for a way to get a new asset (Yes/No)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>

**Read:** Choose someone to facilitate the *My Foundation* topic next week. Ask someone to offer a closing prayer.

**Feedback Welcome**  
Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).

**Note to Facilitator:**  
At the next meeting, bring a list of lenders in your area. See [srs.lds.org/lenders](http://srs.lds.org/lenders) or ask your stake self-reliance committee or a self-reliance services manager for this list.

# Resources

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## CAN I AFFORD MORE ASSETS? (PART I)

Choose roles and act out the following:

**MARIA:** Naomi, I decided to buy more chickens. I need more productive assets to grow my business.

**NAOMI:** That sounds like a good decision to me. So can you afford the chickens?

**MARIA:** Afford? Yes, I'm getting a loan for the chickens.

**NAOMI:** How much are you thinking of borrowing?

**MARIA:** The loan would be 1500.

**NAOMI:** Why 1500?

**MARIA:** Well, I know someone who is selling 15 chickens for 1500. It is a good price.

**NAOMI:** Why 15 chickens?

**MARIA:** That's just how many he has.

**NAOMI:** Do you have enough cash flow for 15 chickens?

**MARIA:** Yes ... well ... um, I guess. I don't know.

**NAOMI:** What are the monthly payments?

**MARIA:** I talked to one lender, and he said it would be 275 per month.

**NAOMI:** Do you have enough available cash each month to make the payments?

**MARIA:** I hope so.

**NAOMI:** Maria, you can't just hope. You need to know that you will have enough available cash to make payments.

**MARIA:** But, how would I know?

**Back to page 108**

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## CAN I AFFORD MORE ASSETS? (PART II)

Choose roles and act out the following.

*MARIA: Naomi, thank you for showing me how to find out how much cash I have available. Loan payments of 275 per month would have been very bad for me.*

*I would have run out of money in the third month. I would not have been able to make payments. I could have lost my business!*

*NAOMI: Oh, Maria, I'm so glad we looked at your available cash before you got a loan.*

*MARIA: Me too. But how would I know how much I could afford?*

*NAOMI: Well, let's try it again with a smaller loan.*

*MARIA: Ok. I'll try looking at a loan with payments of 150 to see if I can afford it.*

**Back to page 114**







# 9

*How do I know if  
I should use a loan to  
grow my business?*

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**Starting and Growing  
My Business**

# FOR FACILITATORS

**The day of the meeting:**

**NEW!**

- Prepare a list of lenders in your area to hand out to group members. This list is available at [srs.lds.org/lenders](http://srs.lds.org/lenders) or from your stake self-reliance committee or local self-reliance services manager.
- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Created a cash flow for current situation (Yes/No)	Created a cash flow for a way to get a new asset (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	Y	Y	Y	Y	Y	Y

**10 minutes before the meeting:**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 9 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did your cash flow tell you about your business?

Will you have enough cash available to make loan payments or do other things to improve your business?

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## IS BORROWING MONEY GOOD OR BAD?

**Time:** Set the timer to 60 minutes for the Learn section.

**Discuss:** Think of someone you know who borrowed money. Did borrowing money help them or hurt them?

**Read:** Personal household debt and business debt are different.

Personal loans are used to spend more than we have means to pay. Business loans are used to produce more than we have means to produce.

Read the quotes to the right. Prophets have counseled us to avoid personal debt. Business debt can help us grow our business. But business debt is not always a wise choice. We must know when it is “sound,” as President Benson said.

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**Read:** **QUESTION OF THE WEEK—How do I know if I should use a loan to grow my business?**

**ACTION OF THE WEEK—I will (1) talk with at least 10 customers to learn if they would buy more if I had more to sell and (2) visit at least four lenders and ask them the questions on the loan terms worksheet.**

---

During this meeting, we will learn and practice skills to help us know if borrowing money is a good idea for our business.

*“Some debt—such as for a modest home, expenses for education . . . may be necessary. But never should we enter into financial bondage through consumer debt without carefully weighing the costs.”*

**JOSEPH B. WIRTHLIN,**  
*“Earthly Debts, Heavenly Debts,” **Ensign** or **Liahona**, May 2004, 41*

*“Now I do not mean to say that all debt is bad, of course not. Sound business debt . . . is one of the elements of growth.”*

**EZRA TAFT BENSON,**  
*“Pay Thy Debt, and Live” (Brigham Young University devotional, Feb. 28, 1962); speeches. [byu.edu](http://byu.edu)*

## HOW WILL THE “FOUR RIGHTS” HELP ME DECIDE?

**Watch:** “Get a Loan?” (No video? Read page 136.)

**Discuss:** How would you know if a loan would help you or crush you?

**Read:** Read aloud and briefly discuss each of the “Four Rights.”

THE FOUR RIGHTS	
<b>1. Right Reason</b>	Borrow only if it will help my business make more money.
<b>2. Right Time</b>	Borrow only if I have been in business long enough to know my business well and can show that enough people will buy what I am selling.
<b>3. Right Terms</b>	Borrow only if I can find a good lender.
<b>4. Right Amount</b>	Borrow only if I can show that I know I can pay it back.

**Practice:** As you watch the following videos, decide if you think Maria and Carlos can answer the questions for each of the Four Rights. Check “Yes,” “No,” or “Not Sure” for Maria and Carlos.

**Watch:** “Right Reason?” (No video? Read page 137.)

**Discuss:** Are Maria and Carlos borrowing for the right reasons? Why or why not?



*Successful business owners use the Four Rights to borrow wisely.*

REASONS FOR BORROWING	MARIA			CARLOS		
	Yes	No	Not Sure	Yes	No	Not Sure
Am I borrowing for productive business (not personal) reasons?						
Will the things I buy with the loan make me money immediately?						
Is getting a loan better than saving cash to grow my business?						
Have I thought about all the risks?						

## 9: How do I know if I should use a loan to grow my business?

**Watch:** “Right Time?” (No video? Read page 138.)

**Discuss:** Are Maria and Carlos borrowing at the right time? Why or why not?

TIME FOR BORROWING	MARIA			CARLOS		
	Yes	No	Not Sure	Yes	No	Not Sure
Have I been in business long enough to know my business well?						
Is this part of a plan I have to grow my business?						
Can I show that customers will buy more if I have more to sell?						
If I buy something for my business (like a chicken or truck), will it last longer than my loan?						

**Watch:** “Right Terms?” (No video? Read page 139.)

**Discuss:** Are Maria and Carlos borrowing on the right terms? Why or why not?

TERMS FOR BORROWING	MARIA			CARLOS		
	Yes	No	Not Sure	Yes	No	Not Sure
Can I list three to five good lenders?						
Do I know the true cost of the loan?						
Can I explain all of the terms of the loan?						
Can I explain why one lender is better than another?						

## 9: How do I know if I should use a loan to grow my business?

**Watch:** “Right Amount?” (No video? Read page 140.)

**Discuss:** Are Maria and Carlos borrowing the right amount? Why or why not?

AMOUNT FOR BORROWING	MARIA			CARLOS		
	Yes	No	Not Sure	Yes	No	Not Sure
Have I made a six-month cash flow statement?						
Can I make a payment and still make money?						
If I don't have extra sales, can I still make the payment?						

**Read:** We learned how to use a cash flow statement to know if we will have enough available cash to make payments. This will help us know if we are borrowing the right amount.

**Practice:** After you meet with lenders this week, use the cash flow worksheet on page 143 to make sure you can afford the payments. (Look at the things we learned last week if you need help creating a cash flow statement.)

When Maria is not sure about the answer to one of the Four Rights questions, she makes a plan to find out the answer.

Before we borrow, we should also find out the answers if we are not sure. Ask group members or others for help if needed.







# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*"Hearken unto the words of the Lord. . . . Doubt not, but be believing."*

**MORMON 9:27**



# COMMIT

## HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_

*Action partner's name*

\_\_\_\_\_

*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

### MY COMMITMENTS

**I will talk to at least four lenders using the Loan Terms Worksheet.**

**I will use the questions on the Four Rights Checklist to see if getting a loan now is right for me.**

**I will use my cash flow statements to evaluate my loan options.**

I will achieve my weekly business goal: \_\_\_\_\_

\_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_

*My signature*

\_\_\_\_\_

*Action partner's signature*

## HOW WILL I REPORT MY PROGRESS?

**Practice:** During the week, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

Talked to at least four lenders (Write #)	Used cash flow statements to evaluate loan options (Yes/No)	Used Four Rights Checklist (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)

**Read:** Choose someone to facilitate the *My Foundation* topic next week. Ask someone to offer a closing prayer.

### **Feedback Welcome**

Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).

# Resources

## GET A LOAN?

Choose roles and act out the following.

**CARLOS:** Today's a big day. I'm getting a business loan!

**NAOMI:** You're getting a loan? For what?

**CARLOS:** Everything. I'm going to make a bigger room for my inventory. I'm going to get a new TV and other things at home, too. I'm so excited!

**NAOMI:** Wow, that's scary. You just started your business last week. Carlos, you shouldn't be getting a loan. Maria, how is your business?

**MARIA:** It's good. I sell my eggs very quickly. I usually sell all of them by 9:00 in the morning. But the rest of the day when customers ask about eggs, I don't have any more.

**NAOMI:** Maria, you really do need more chickens. How is your loan for more chickens coming along? Do you have the loan yet?

**MARIA:** Not yet. I am a little afraid to get a loan. Maybe I shouldn't get a loan. You just told Carlos he shouldn't get a loan.

**CARLOS:** I'm still getting a loan. It's going to solve all my problems!

**NAOMI:** Or create a whole lot of new problems. Carlos, I'm afraid you'll quickly have a mountain of debt that will crush you.

But Maria, in your case, a loan could actually help you.

**MARIA:** How would I know if a loan would help me or crush me?

**NAOMI:** Successful business owners use the "Four Rights" to decide if a business loan is a good idea to grow their business.

**MARIA:** The Four Rights?

**NAOMI:** Yes. Only get a loan if you have the right reason, the right time, the right amount, and the right terms.

**CARLOS:** I don't care about the Four Rights. I'm getting my loan!

**MARIA:** I care. I want to grow my business, but I don't want a mountain of debt. Tell me more about these Four Rights.

[Back to page 129](#)

### RIGHT REASON?

Choose roles and act out the following.

**NAOMI:** *Your reason for borrowing has to be for business, not for personal reasons.*

**CARLOS:** *Why not both? I'm going to enjoy my TV and make my store bigger!*

**NAOMI:** *Oh, Carlos! Now listen, Maria, a loan should be for things you can sell right away, like bottles of milk, or something that produces immediately, like a chicken laying eggs. Remember, you have to start repaying loans immediately!*

**MARIA:** *Okay. So I could buy chickens that are already laying, and I would have eggs to sell immediately.*

**NAOMI:** *Great! Have you considered using cash from your business to buy more hens, instead of getting a loan?*

**MARIA:** *Wait, I thought you said I should get a loan.*

**NAOMI:** *With cash, you save now and buy later—less growth but less risk. With a loan you buy now and pay later—more growth but more risk.*

**CARLOS:** *Yeah. "Pay later" sounds good to me!*

**MARIA:** *Customers keep asking for more eggs. I want to sell more eggs soon!*

**NAOMI:** *Is a loan worth the risk? Have you thought about what could go wrong?*

**MARIA:** *I haven't! But, I guess hens might stop laying. Or they could die or be stolen. Or customers might stop buying eggs.*

**NAOMI:** *How could you reduce those risks?*

**MARIA:** *Hmmm. I could feed the chickens quality feed and take good care of them. I could lock them up so people couldn't steal them.*

**NAOMI:** *Do you think you have the right reason to get a loan, Maria?*

**MARIA:** *I think so.*

**Back to page 129**

### RIGHT TIME?

Choose roles and act out the following.

**NAOMI:** *Maria, how long have you been in business?*

**MARIA:** *I've been selling eggs for eight weeks now, and it is going well.*

**NAOMI:** *Very good! Some people get loans for businesses they have just barely started—that's very risky!*

**CARLOS:** *Hey, are you talking about me? I know what I'm doing.*

**NAOMI:** *Maria, you've run your business for a while, but is getting a loan part of a plan you made to grow your business?*

**CARLOS:** *Here's my plan: Bigger store, sell more!*

**MARIA:** *Carlos, that doesn't sound like a plan to me. I plan to get a loan, buy more chickens, sell more eggs per week, and pay off the loan.*

**NAOMI:** *That's a good start to your plan, Maria. You'll need to determine the specific numbers of chickens and eggs, though. How confident are you that customers will buy more if you have more to sell?*

**MARIA:** *Oh dear, I think they will buy all my eggs, but I don't know for sure.*

**NAOMI:** *You might want to find out first!*

**MARIA:** *Ok, I'm going to talk to customers and make a list of everyone who would buy. I'm going to talk to at least 10 of them.*

**NAOMI:** *Great. If you decide to get a loan, a list of future customers will help you show the lender you understand exactly how you will use the loan.*

**NAOMI:** *Ok, here's another question. If you borrow money to buy new hens, will they continue laying eggs even after you have paid off the loan?*

**MARIA:** *Oh, of course. The chickens should lay eggs for at least another two years, and I plan to get a six-month loan.*

**Back to page 130**

### RIGHT TERMS?

Choose roles and act out the following.

**CARLOS:** Hey! I got my loan! 1000 at a flat 3% per month interest rate.

**NAOMI:** Oh, Carlos. I'm worried for you. How many lenders did you talk to?

**CARLOS:** One, of course. I don't waste time. You should have seen me. I walked in and said, "I want a loan—now!" And they said, "Yes, sir." They treated me like a king. Those guys love me.

**NAOMI:** Yeah, I'm sure they love you. Are those your loan papers? Do you mind if I look at them?

**CARLOS:** Go ahead. But be prepared to be impressed! I got a great deal.

**NAOMI:** Carlos, these terms are terrible. 200 in up-front fees? Weekly payments? Have you even looked at these terms?

**CARLOS:** What? That can't be right. I don't remember those things. Oh no, I guess I didn't really look very closely.

**NAOMI:** Maria, what terms have you found?

**MARIA:** Well, I have talked with three lenders so far. Thanks for giving me the lender worksheet from your self-reliance group. That really helps me ask good questions. I'm really glad I learned about possible penalties, interest rates, fees, and commissions.

Two of the lenders had flat interest rates. But one lender has a declining interest rate.

**CARLOS:** What's the difference?

**MARIA:** I don't really understand the difference. I just know that if the rates are the same, declining is better than flat.

**NAOMI:** That's right, Maria. It sounds like you are starting to find the right terms.

**Back to page 130**

### RIGHT AMOUNT?

Choose roles and act out the following.

**NAOMI:** *Carlos, are you okay? You look depressed.*

**CARLOS:** *You were right, Naomi. The penalties are piling up, and a mountain of debt is falling on me.*

**NAOMI:** *Carlos, I'm so sorry to hear that.*

**CARLOS:** *The lender came and took away my television. If I miss another payment, he says my business supplies and equipment are next.*

**MARIA:** *Carlos, it doesn't sound like you have enough cash flow.*

**CARLOS:** *Cash flow?*

**NAOMI:** *That is the money moving in and out of your business. Right now, you don't have enough money coming in to cover the loan payments.*

**CARLOS:** *I didn't sell as much as I expected. I was late on some payments. The penalties are adding up and making it even harder for me to make payments.*

**NAOMI:** *Carlos, that is why you need a six-month cash flow statement before deciding on a loan. Have you ever created one?*

**CARLOS:** *No.*

**NAOMI:** *A cash flow statement helps you know if you can afford to make the loan payments each month. Do you have income statements from the last two months?*

**CARLOS:** *No, I don't.*

**MARIA:** *I can bring mine and the cash flow statements I've been working on. We can show you how.*

**NAOMI:** *Good! We'll help you create a cash flow statement. Then you'll know if you are borrowing the right amount.*

**Back to page 131**



### FOUR RIGHTS CHECKLIST

Ask yourself these questions. Check off each question when you can answer “yes.”

#### FOUR RIGHTS

##### Right Reason?

- Am I borrowing for a productive business (not personal) reason?
- Is a loan better than cash to grow my business?
- Will the things I buy with the loan make me money immediately?
- Do I know everything that could go wrong?

##### Right Time?

- Have I been in business long enough to know my business well?
- Is this part of a plan I have to grow my business?
- Can I prove that customers will buy more if I have more to sell?
- If I buy something for my business (like a chicken or truck), will it last longer than my loan?

##### Right Terms?

- Can I list three to five good lenders?
- Do I know the true cost of the loan?
- Can I explain all of the terms of the loan?
- Can I explain why one lender is better than another?

##### Right Amount?

- Have I made a six-month cash flow statement?
- Can I make a payment and still make money?
- If I don't have extra sales, can I still make the payment?

### LOAN TERMS WORKSHEET

Take this Loan Terms Worksheet with you when you visit lenders.

- Ask the lenders questions 1–4.
- Ask yourself questions 5–6.

LENDER #1:	LENDER #2:	LENDER #3:	LENDER #4:
<b>1. Qualifications:</b> What do I need to give or show you (the lender) to get a loan?			
<b>2. Payment Frequency:</b> When is the first payment due? How often do I need to make payments? Can I have a copy of the repayment schedule?			
<b>3. Penalties:</b> Are there any fees or penalties if I do not pay on time?			
<b>4. Direct Costs:</b> If I borrow 100, 1000, or 10000 (pick one amount based on local currency and use it for each lender), how much do I pay after I've paid off the loan, including all interest, fees, etc.? If I borrow enough for one asset, for example, one chicken, how much extra do I pay by getting the loan? How much are up-front fees? How much is each payment? Is this a flat or declining interest rate?			
<b>5. Indirect Costs:</b> How much time does it take to make payments? How much does it cost me to go to the lender to pay?			
<b>6. True Cost of the Loan:</b> What is the total of direct costs and indirect costs? (Add the costs from questions 4 and 5.)			

### SIX-MONTH CASH FLOW STATEMENT

Copy this cash flow worksheet to your business notebook. Use one for each lender to see if you can afford the loan terms you will learn about this week.

CASH FLOW								
Lender Name:								
	2 Months Ago	Last Month	This Month	Next Month	Month 3	Month 4	Month 5	Month 6
Total Income								
Fixed Expenses								
Loan Payments								
Variable Payments								
Total Profit/Loss								
Starting Cash								
Available Cash								





# 10

*How will I attract  
more customers  
and close sales?*

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**Starting and Growing  
My Business**

# FOR FACILITATORS

**The day of the meeting:**

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Talked to at least four lenders (Write #)	Used cash flow statements to evaluate loan options (Yes/No)	Used Four Rights Checklist (Yes/No)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	4	Y	Y	Y	Y	Y	Y

**10 minutes before the meeting:**

**NEW!**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification. Ask who is getting close to completing the certification requirements. After the meeting, let the stake self-reliance committee know who will likely finish the requirements.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 10 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn from talking with lenders?

Is a loan right for you at this time? (Do you have the right reason, right time, right terms, and right amount?)

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## WHY WOULD CUSTOMERS WANT TO BUY FROM ME?

**Time:** Set the timer to 60 minutes for the Learn section.

**Read:** To grow our businesses, we need to attract more customers and sell more! People spend their money for something they value. The more they value something, the more they will pay for it. To sell successfully, we need to know what our customers value, attract those customers, and sell them the value! And we have to offer more value than our competition.

**Watch:** “Sell, Sell, Sell” (Parts I and II) (No video? Read page 160.)

**Discuss:** How did Kwame learn about the things customers value?

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**Read:** QUESTION OF THE WEEK—How will I attract customers and close sales?

ACTION OF THE WEEK—I will test my marketing ideas and track results. I will learn from customers and test solutions to customer problems.

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**Practice:** Discuss the following with a group member:

1. Describe your customers to each other. Be specific. What is their age? Gender? Income? When do they buy your product? Where?
2. Why will they buy your product? What value will it bring to them? List as many things as you can, such as:
  - My water is cold
  - My water is purified
  - I make it convenient to buy my water
  - I’m friendly and call customers by name
3. What value will you provide that competitors do not offer? Do you have a better price, location, or selection? This is called your competitive advantage. This is what makes your customers choose your business over the competition.

**Read:** Successful business owners understand their customers by asking good questions to learn more about their problems and how they can help.



*Successful business owners know why customers buy their product.*



**Practice:** Get with a partner. Read this scenario together:

**Martin repairs bikes. He also sells parts and supplies to people to fix their own bikes. Felix comes into his shop. His hands are dirty with oils. He looks frustrated.**

Use the table below to write your ideas about how Martin can ask Felix good questions (example provided).

ASKING GOOD QUESTIONS	
1. What do I want to know about the customer?	2. What could I ask to find out?
<i>What problem did he come here to solve?</i>	<i>It looks like you're in the middle of a project and have a problem. How can I help?</i>

Share with the entire group the questions you think Martin should ask Felix.

## 10: How will I attract more customers and close sales?

**Practice:** Now think about your own customers. In the first column, write the things you need to know about your customers (example provided). In the second column, write the questions you can ask to find out.

ASKING GOOD QUESTIONS	
1. What do I want to know about the customer?	2. What could I ask to find out?
<i>When will my customer be ready to buy?</i>	<i>Is this for a special occasion? When is that?</i>

With another group member, share some of the things you need to know about your customers. Share the questions you would ask to find out.

**Discuss:** As a group, discuss ways to learn more about your customers and what you can do this week to start learning.

### HOW WILL I ATTRACT MORE CUSTOMERS?

**Discuss:** Think about times when you bought something at businesses you had never been to before. What attracted you to those businesses? How do businesses attract customers in your area?

**Practice:** On the blank lines in the table below, write the products or services you purchased. Then write in what attracted you to the businesses (see examples).

WHAT ATTRACTED ME? WHY DID I BUY?					
Product or Service I Bought	Personal Selling	Referral	Ad	Sale	Other
Candy	Business owner told me about it	My neighbor said I should try it		20% off the price	Free sample
Clothing	Salesperson told me about sale		I saw a poster on a wall	Buy 1 get 1 for half price	
Vegetables		Friend told me to try it	I saw it in the newspaper		Free sample

**Discuss:** Share with another group member what you have written. Which methods could work for your business?

## 10: How will I attract more customers and close sales?

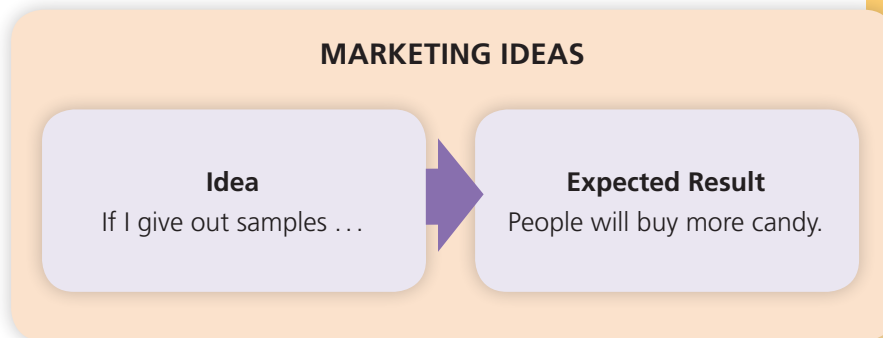
**Read:** The businesses we just talked about do not attract customers by accident. They came up with ideas about how to market their product or service.

**Discuss:** Where did they get those ideas?

**Watch:** “Marketing?” (No video? Read page 161.)

**Read:** Marketing includes:

- Ideas about how to find and influence customers.
- What we hope customers will do.



**Practice:** Work with the person next to you.

1. Help each other think of ideas to help more customers find your business and buy what you sell. Discuss the most effective methods in your area.
2. Write at least one new idea below. Then help each other write the results you want (example provided).

MARKETING IDEAS	
Idea	Expected Result
<i>If I use a loudspeaker to tell people my chairs are 40% off...</i>	<i>Customers will come to my shop and buy chairs.</i>

## HOW WILL I TEST MY MARKETING PLAN?

**Read:** How will we know if our ideas work? We need a way to test them. We need a way to measure results.

**Practice:** Work with the person next to you. Discuss and write several marketing ideas and results you want for your business. Include any ideas that seem to be working now. For each idea, write how you would measure the results. Your ideas will change and improve over time as you try them out and measure them.

TESTING MY MARKETING IDEAS		
Idea	Expected Result	Measurement
<i>If I use a loudspeaker to tell people my chairs are 40% off...</i>	<i>Customers will come to my shop and buy chairs.</i>	<i>When customers come in, I will ask how they heard about the 40% off sale. I will keep a log of customer responses.</i>

**Read:** Let's go test our ideas this week! We do not need to test all of our ideas at the same time. And it's possible that some ideas won't work—that's okay. We will just keep trying ideas and measuring results. Eventually, we will find the best ways to help people discover us and buy what we sell.

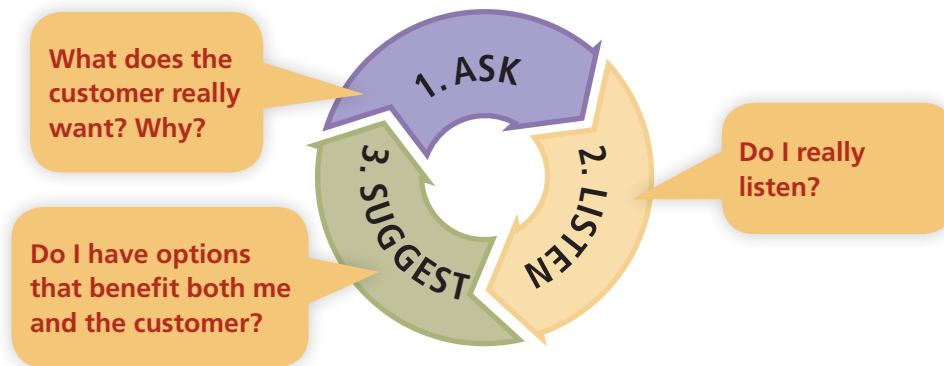
## HOW WILL I GET CUSTOMERS TO BUY?

**Read:** Why do some customers buy and others choose not to buy? There are many reasons. But we can influence that decision!

**Watch:** “Please Buy Something!” (No video? Read page 162.)

**Discuss:** Why was Maria unable to convince the customers to buy some eggs? Was Maria thinking about herself or her customers?

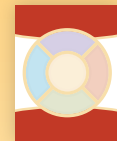
**Read:** To convince customers to buy, we must ask, listen, and suggest.



Successful business owners use this cycle to convince more customers to buy their products and services.

**Watch:** “Ask, Listen, Suggest” (No video? Read page 163.)

**Discuss:** Before, Maria asked Samuel and Lucia only one question: “Can I help you?” What did Maria do differently this time to get a better result? How did Maria show Silvia she was really listening?



*Successful business owners ask, listen, and suggest.*

**Discuss:** Think about times when someone convinced you to make a purchase, maybe even when you weren't planning to. What did that person say that made you decide to buy?

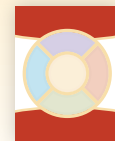
**Read:** The chart below shows five types of approaches, with examples, that we can use to convince our customers to buy our products. This is called "closing the sale."

**Practice:** Get with two other people in the group. Practice using each type of closing the sale with each other. Try to sell your product to them. Use the table below to write the best close you can use to sell to your customers. Write at least one suggestion for each type.

CLOSING THE SALE				
1. Two good options	2. "If"	3. Important event	4. Sample	5. Other
<i>Would you like bananas or mangos?</i>	<i>If I can get that price, would you like me to order it?</i>	<i>I can have this ready before your wife's birthday.</i>	<i>Try this. I think you'll like the flavor of this one better.</i>	<i>What if you were to get both pairs of shoes and I gave you a discount?</i>

Now, everyone stand up. Move around the room trying out your different approaches. Do this for two minutes.

**Discuss:** With the entire group, discuss what you think will be the best approach for getting your customers to make a purchase from your business. Why is this the best approach for your customers?

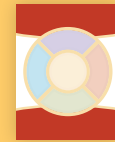


*Successful business owners close the sale.*

### HOW WILL I MAKE IT EASY TO KEEP BUYING?

**Read:** Successful business owners make it easy and enjoyable for customers to buy from them.

**Practice:** Get with a partner and review the following example together. Read Paula's experience in Store 1 and then Store 2. Then read her responses to her friend. Discuss with your partner why you think Paula recommends Store 1.



*Successful business owners make it easy to buy.*

PAULA'S SHOPPING EXPERIENCES		
	Store 1	Store 2
Paula's experience	Paula has been to this store more than 15 times. She likes the prices, selection, and owner.	Paula has only been to this store one time. She thinks it is hard to find what she wants. She didn't get help when she had questions.
Paula's response to her friend	"Let's go to Store 1. I go there all the time. It's very easy to find what I want. I like that place."	"I don't like Store 2. It's so hard to find what I want. And the people there weren't helpful when I had questions."

**Read:** Customers keep coming back to businesses when the owner and workers:

- Know their customers' names
- Smile at their customers
- Listen and respond to customers' needs

**Discuss:** What do you need to do in your businesses to better keep your customers coming back? What would you add to the list above?





# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Cry unto [God] over the crops of your fields, that ye may prosper in them. Cry over the flocks of your fields, that they may increase.”*

**ALMA 34:24–25**

## 10: How will I attract more customers and close sales?



# COMMIT

### HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

\_\_\_\_\_

*Action partner's name*

\_\_\_\_\_

*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

#### MY COMMITMENTS

I will talk to at least five customers to learn what they want from my business.

I will test at least two marketing ideas and track results.

I will practice closing the sale with at least 10 customers and learn which approach works best.

I will achieve my weekly business goal: \_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

\_\_\_\_\_

*My signature*

\_\_\_\_\_

*Action partner's signature*

### HOW WILL I REPORT MY PROGRESS?

**Practice:** During the week, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

<i>Talked to at least five customers (Write #)</i>	<i>Tested at least two marketing ideas and tracked results (Write #)</i>	<i>Practiced closing the sale at least 10 times (Write #)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>

**Read:** Choose someone to facilitate the *My Foundation* topic next week. Ask someone to offer a closing prayer.

**Feedback Welcome**

*Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).*

# Resources

## SELL, SELL, SELL

Take turns reading the following.

*NARRATOR: Remember Kwame, the guy with the bananas on a stick? He found a business that seemed very successful. And he was known as a great salesman. So it was a perfect match, right?*

*He made up the banana treats and decided to get an early start. He went right out to a corner near his home and gave it his best. But no one stopped. The harder he tried, the worse it got. He even started shouting at people:*

*“Hey, this is a great treat! Tastes so good! Just what you want! Okay, I’ll give you two for the price of one! Hey. . .”*

*But people wouldn’t even look at him. He was so discouraged he went home before lunch. What went wrong?*

*Kwame sat and thought. Was he a failure? Was it a bad product? What about the guy who gave him the idea—was he a liar? Then he remembered what that guy had said about his market research with customers—what they liked, the time of day, the locations, how they purchased with friends—what mattered to them! Kwame had wanted to sell so badly that he had forgotten what mattered most—solving a problem for customers!*

*So he started all over and here’s what he did:*

*—He waited until afternoon and evening when people wanted a treat.*

*—He chose a location where many people spent time together.*

*—He decided to play some happy music to draw attention and he even sang with it—which was definitely unique! At least people started to smile.*

*—And he passed out a few free samples to women who were surrounded by friends—and then asked them loudly how they liked it. That worked!*

*As sales picked up, he even decided to try a higher price—and no one complained! Then he tried quantity discounts, but that just cut his profit and didn’t increase sales, so he stopped. And he also learned the hard way how long the frozen treats would last in his cooler—customers did not like soggy bananas!*

*When he went home that night, he had all sorts of ideas about new posters for the “Singing Banana Man.” He could do parties! He could do festivals! He could . . . well, he got a little carried away. But do you see how he learned to add value for his customers?*

**Back to page 148**

## MARKETING?

Choose roles and act out the following.

**NAOMI:** Hey, Maria. Just wanted to stop and say we really like being able to buy eggs from you. It's so convenient!

**MARIA:** Thanks, Naomi! Making my customers happy is important to me.

**NAOMI:** How's business?

**MARIA:** Good, I guess. I've been talking with my customers—and some other business owners. And I've learned a lot. In fact, I learned that I could sell milk with my eggs.

**NAOMI:** How's that working?

**MARIA:** Well, okay. But I just can't get enough people to come by. You want to start selling for me?

**NAOMI:** Not me! Our business is growing and we are really busy. I had a friend who helped us with some marketing ideas, and sales have almost doubled!

**MARIA:** Marketing?

**NAOMI:** Yeah. We started by thinking more about our customers and how to find more people like them. Then we tested some ideas and we found three that really work. We just keep trying and testing.

**MARIA:** I tried one way.

**NAOMI:** What's that?

**MARIA:** A guy came in and got me to buy business cards.

**NAOMI:** Did it help?

**MARIA:** Not for me, but it sure worked for the guy who sold the cards!

**NAOMI:** Listen, I could help you work on some marketing ideas if you want ... and I won't sell you anything.

**MARIA:** Well, that sounds good!

**Back to page 152**

## PLEASE BUY SOMETHING!

Choose roles and act out the following.

**NARRATOR:** *A customer walks up to Maria's stall.*

**MARIA:** *[In her mind] Finally, a customer is here. Please buy something! Please.*

**SAMUEL:** *[In his mind] That woman sure is staring at me. Can't I just shop without being watched so closely?*

**MARIA:** *[In her mind] Please buy those eggs! I need the money.*

**SAMUEL:** *[In his mind] This is getting too awkward. I'm leaving.*

**MARIA:** *[In her mind] What? No! I could have made good money on that.*

*[Out loud, she calls out] Can I help you?*

**SAMUEL:** *No, thanks.*

**NARRATOR:** *Another customer walks up to Maria.*

**LUCIA:** *[In her mind] This place may have what I need. I should look.*

**MARIA:** *[In her mind] Good, another customer. She looks like she has money. Please, please buy something.*

*[Out loud] Can I help you?*

**LUCIA:** *I'm just looking.*

**MARIA:** *You need some eggs? These eggs come from the very best chickens . . . and I also have fresh milk.*

*[In her mind] She can afford this. Maybe she'll buy it all.*

**LUCIA:** *No. That's . . . ah . . . not quite what I'm looking for.*

**MARIA:** *I have more milk.*

**LUCIA:** *No, thanks.*

**MARIA:** *You really should buy it. It's fresh and clean and it's the very best in . . .*

**LUCIA:** *It's okay. Thank you; I'm leaving.*

**Back to page 154**

## ASK, LISTEN, SUGGEST

Choose roles and act out the following:

**MARIA:** Hi, I'm Maria. What's your name?

**SILVIA:** I'm Silvia.

**MARIA:** Are you here for the sale? We are offering one free egg when you buy five!

**SILVIA:** Yes, thank you.

**MARIA:** How did you hear about the sale?

**SILVIA:** My friend told me about it. She said you were handing out free eggs and milk yesterday. And she said they were fresh!

**MARIA:** Great. I'm glad she liked them. Our products are always fresh and delicious. Well, how many eggs do you need?

**SILVIA:** I need . . . um . . . probably five.

**MARIA:** Good, let's get them for you. . . . But I noticed you hesitated. Wondering about how many to get?

**SILVIA:** Well, yes. My brother's family is moving in with us tomorrow. I don't know how I'm going to feed everyone. But he doesn't have any other options.

**MARIA:** I see. Well, you will be blessed for helping. What are you cooking?

**SILVIA:** I'm not sure. I was thinking of using our savings to buy a little meat to go with the eggs. I'll really need to make it stretch.

**MARIA:** I understand. We don't have enough for much meat, either, so I just use our eggs. I mix in some vegetables and add some milk. I have some milk here, and my friend across the street has fresh vegetables. You could feed more for less that way. Would you like a few extra eggs and some milk? It's a little more . . . but it's still less than meat!

**SILVIA:** Well, that's a good idea. Thank you! Eleven mouths to feed! Yes, I'd like to get a few extra eggs and the milk.

**MARIA:** For eleven people, I'd suggest eight . . . and you'll still get the free one!

**SILVIA:** Oh, maybe I'll come back tomorrow.

**MARIA:** That would be okay. I'll be right here for you. But, you won't get that free egg. Can I put them in a bag for you now?

**SILVIA:** Okay, you're right. It's worth it. Thank you.

**Back to page 154**







# 11

*How will I increase  
my profits?*

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**Starting and Growing  
My Business**

# FOR FACILITATORS

**The day of the meeting:**

- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

**30 minutes before the meeting:**

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Talked to at least five customers (Write #)	Tested at least two marketing ideas and tracked results (Write #)	Practiced closing the sale at least 10 times (Write #)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	8	3	15	Y	Y	Y	Y

**10 minutes before the meeting:**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification. Ask who is getting close to completing the certification requirements. After the meeting, let the stake self-reliance committee know who will likely finish the requirements.
- Assign a timekeeper.

**At starting time:**

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Quietly ask those who arrive late to turn off their phones and to complete the commitment chart while the group continues the discussion.
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 11 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 20 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn as you talked to customers?  
What did you learn as you tested your marketing ideas?  
What did you learn as you practiced closing the sale?  
What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## HOW WILL I SELL MORE?

**Time:** Set the timer to 60 minutes for the Learn section.

**Watch:** “Made the Sale, Missed the Sale!” (No video? See page 178.)

**Read:** That was easy. Maria made the sale. Silvia got what she wanted. They’re both happy. But Maria missed out on a bigger sale—the additional sale of a delivery service. Adding a delivery service would allow Maria to sell more, or “upsell,” to Silvia.

“Upselling” means giving our customers the option of buying more or better products than they were going to buy.

For example:

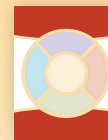
- **More:** Offer a drink or bread to a customer who ordered fried fish
- **Better:** Offer a higher quality sewing machine to a customer who is thinking of buying a lower quality sewing machine

**Watch:** “The Upsell” (No video? See page 178.)

**Discuss:** How was Maria able to upsell a delivery service to Silvia? What are some examples of upselling that you have seen?

**Read:** QUESTION OF THE WEEK—How will I increase my profits?

ACTION OF THE WEEK—I will try two ways to upsell. I will try two ways to lower my costs.



*Successful business owners always upsell.*

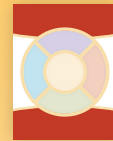
### WHAT SHOULD I UPSELL?

**Read:** Customers won't buy something more just because we suggest it. It must be something they want more than the original product. They may be willing to pay more for such things as:

- Saving time
- Saving money
- Quality
- Quantity
- Service
- Relationships
- Speed
- Reliability
- Beauty
- Reputation

**Practice:** What would your customers pay more for? How could you find out? Get with a partner and discuss what you think your customers value.

Use the table below to write three ways you will find out what your customers value (examples provided).



*Successful business owners know what their customers value.*

MY IDEAS ABOUT WHAT MY CUSTOMERS VALUE	WHAT I WILL ASK OR DO TO FIND OUT
I think my customers might value reliability.	Ask customers, "If I guarantee delivery by 5:00 every time, would you be interested?"
I think my customers might value fresh product.	Label one box of fruit "picked fresh this morning" and another box "picked this week." Watch which customers choose.

After writing your ideas, share them with the group.

### WHAT SHOULD MY UPSELL PRICE BE?

**Read:** A customer may want something more, but what price is he or she willing to pay?

At what price are we willing to sell? We have to make a profit.

For example, Naomi tested her idea that her customers valued quality. They usually chose the fruit that was “picked fresh this morning.” The problem is that her costs were higher on the fresh fruit. She actually lost money.

She decided to sell her “picked this week” fruit for 10 (profit = 1) and her “picked fresh this morning” fruit for 13 (profit = 3). She will try to upsell the freshly picked fruit to her customers.

**Practice:** Get with a partner. Look at your customer values from the previous page. List your upsell products or services. Use the table below to list your prices.

UPSELL	MY UPSELL PRICES
I will sell fruit “picked fresh this morning.”	Fruit “picked this week” price = 10 (profit of 1) Fruit “picked fresh this morning” price = 13 (profit of 3)
I will guarantee that laundry is done by 5:00.	Regular next-day laundry price = 20 (profit of 4) Guaranteed laundry price = 27 (profit of 8)
I will sell skin-care soap.	Regular soap price = 12 (profit of 2) Skin-care soap price = 18 (profit of 6)

**Discuss:** After writing your ideas, share them with the group.

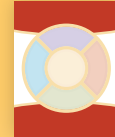
## HOW WILL I UPSELL?

**Read:** What would make our customers want to buy more? We need an “upsell phrase.” An upsell phrase could be: “It costs a little more, but \_\_\_\_.” We fill in the blank with the value we know is important to the customer.

For example, when Naomi’s customers look at the “picked this week” fruit, she says, “I have fruit picked fresh this morning.”

And then she adds the upsell phrase, “It costs a little more, but it is fresher.”

**Practice:** Think of your own business. Think about your upsell items. What will you say to upsell to your customers? Use the table below to create your upsell phrases (examples provided).



*Successful business owners make it easy to buy from them.*

### WRITE AN UPSELL PHRASE

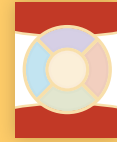
First Product or Service	Upsell Product or Service	What My Customers Value	Upsell Phrase
“Picked this week” fruit	“Picked fresh this morning” fruit	Quality (freshness)	It costs a little more, but it is fresher.
Half liter of milk for 3	Liter of milk for 5	Saving money	It costs a little more, but you get twice as much for only 2 more.
Regular soap	Skin-care soap	Quality	It costs a little more, but it is much better for your skin.
Laundry service	Press shirts	Saving time	It costs a little more, but it saves you a lot of time.

### HOW WILL I SELL MY PRODUCTS MORE QUICKLY?

**Read:** Successful business owners sell more to each customer so they can “turn inventory” quickly. To “turn inventory” means to sell all the products we bought from our suppliers. We can use upsell techniques to sell more to each customer.

**Watch:** “Turn Inventory Quickly” (No video? Read page 179.)

**Discuss:** How could Maria turn her inventory more quickly? How could this increase her profits?



*Successful business owners turn inventory often.*

BEFORE	WHAT MARIA DID	AFTER
Maria paid her supplier 17 for a liter of milk.	She talked to her supplier about a discount when she buys in bulk.	She now pays 15 for a liter.
Maria increased her inventory with her bulk purchases. She did not change her prices. It took longer to turn her inventory and some of her milk went bad.	She used an upsell technique: if they buy two liters or more they get a discount.	She now turns her inventory in two days. No milk spoils. She has the money to buy more. And she makes more money.

**Read:** Some specialty products take a long time sell, and that’s okay. But, if we have products that simply are not selling, it means that our valuable business money is stuck in that inventory until it sells.

**Discuss:** With a partner, discuss the following two questions. Write down your ideas.

1. How can I turn my inventory more quickly?
2. How can I reduce my supply of inventory that simply isn’t selling?

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### HOW WILL I LOWER MY COSTS?

**Read:** Turning inventory quickly increases our profits. We can also make our businesses more profitable by lowering expenses.

**Practice:** Get with a partner. Take turns reading ways to reduce expenses below. Write other ways you can reduce expenses.

FIXED	VARIABLE
Make do with what we have	Negotiate with suppliers
Rent	Use multiple suppliers
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....

Return to the whole group and share your ideas.

## 11: How will I increase my profits?

**Read:** We can also think of ways we can avoid expenses.

**Practice:** Naomi is thinking of using two helpers: Samuel and Joseph. She would hire Samuel to work at her fruit stand four hours every day (fixed cost). She would not hire Joseph, but she would only call him to make deliveries as needed (variable cost).

Get with two other people and discuss ways of avoiding or reducing Naomi's fixed and variable costs.

**Practice:** Now it's your turn. List the variable and fixed costs of your business. Get with a partner and discuss ways to reduce these costs.

FIXED	VARIABLE
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....



# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Counsel with the Lord in all thy doings, and he will direct thee for good.”*

**ALMA 37:37**

## 11: How will I increase my profits?



# COMMIT

### HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for the Commit section.

**Practice:** Choose your action partner. Decide when and how you will contact each other.

---

*Action partner's name*

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*Contact information*

**Read each commitment aloud to your action partner.  
Promise to keep your commitments! Sign below.**

#### MY COMMITMENTS

**I will try at least two ways to upsell with 10 or more customers.**

**I will try at least two ways to lower my fixed and variable costs.**

I will achieve my weekly business goal: \_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two.

I will report to my action partner.

---

*My signature*

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*Action partner's signature*

## HOW WILL I REPORT MY PROGRESS?

**Practice:** Before the next meeting, use this commitment chart to record your progress. In the boxes below, write “Yes,” “No,” or the number of times you kept the commitment.

<i>Tried two ways to upsell with at least 10 customers (Write #)</i>	<i>Tried at least two ways to lower costs (Write #)</i>	<i>Achieved weekly business goal (Yes/No)</i>	<i>Practiced Foundation principle and taught it to family (Yes/No)</i>	<i>Added to savings (Yes/No)</i>	<i>Reported to action partner (Yes/No)</i>

**Read:** In our next meeting, we will do our self-reliance assessments again to see if we are becoming more self-reliant. We will need to bring our *My Path to Self-Reliance* booklets.

**Read:** Choose someone to facilitate the *My Foundation* topic next week. Ask someone to offer a closing prayer.

### **Feedback Welcome**

*Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).*

### **Note to Facilitator:**

*For the next meeting, bring five extra copies of *My Path to Self-Reliance*.*

# Resources

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## MADE THE SALE, MISSED THE SALE!

Choose roles and act out the following.

**MARIA:** Hi, Silvia. How are you today?

**SILVIA:** Good, thank you. Who's your helper today?

**MARIA:** This is my niece, Sophia.

**SILVIA:** What a good girl! Well, my brother found some work. He is still at my home, but he will help pay for food now.

**MARIA:** When did he start work?

**SILVIA:** Just today!

**MARIA:** What a relief for him—and you! So, what brings you here today?

**SILVIA:** I'd like some more eggs. Everyone

loved them and they saved us a lot. I'd like eight more eggs and two jars of milk.

**MARIA:** Ok. Thanks for buying from me today, Silvia. Have a great day!

**SOPHIA:** She was carrying so many things. Why didn't you ask her to let me carry the eggs and milk for her?

**MARIA:** Oh, Sophia. You're right. I should have thought of that. I had a chance to upsell a delivery service to her. I could have made 10 more on that sale.

**Back to page 168**

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## THE UPSELL

Choose roles and act out the following.

**SILVIA:** I'm back again for eggs! And, I need 10 eggs today because I won't be able to come back for a few days.

**MARIA:** Great. I've been thinking about you. We have about the same number of mouths to feed and we eat at least 12 eggs. They're just so good for you.

**SILVIA:** The problem is how to get them home. I actually broke two last time.

**MARIA:** I was worried about that. I can send Sophia home with you to carry the eggs for you. We only charge 10

for delivery. It costs a little more, but it will save you the trouble of carrying them. Plus, if any break while Sophia is delivering them, we will replace them for free.

**SILVIA:** Well, you know, that would help. Okay, let's do that. Thank you.

**MARIA:** Sounds good. Sophia, thank you for helping Silvia. Hurry right back!

**Back to page 168**

## TURN INVENTORY QUICKLY

Choose roles and act out the following.

**MARIA:** Hi, Naomi. What can I get for you today?

**NAOMI:** I need some milk.

**MARIA:** Great. We have a lot.

**NAOMI:** Maria, this milk smells bad. How old is this?

**MARIA:** Oh no! I'm sorry. I'm not sure. I bought a lot so I wouldn't run out.

**NAOMI:** It's important to have enough for customers, but you also need to turn inventory quickly.

**MARIA:** Turn inventory? What does that mean?

**NAOMI:** Turning inventory is selling everything you bought from your supplier.

**MARIA:** I try to turn my inventory. But sometimes it takes too long and I have to throw away the milk that has gone bad.

**NAOMI:** So, that's why you need to turn inventory quickly. Throwing away milk because you didn't sell it quickly is wasting your money. But that isn't the only reason you need to turn inventory quickly.

**MARIA:** Really?

**NAOMI:** Maria, where does the money come from to pay your milk supplier?

**MARIA:** I save money from each milk sale. When I have enough, I buy more milk.

**NAOMI:** Maria, the longer it takes you to turn inventory, the longer you have to wait to buy more milk.

Remember, you only make money on a sale. So, the quicker you move your inventory, the more money you make.

What would it be like if you could sell all of your milk in three days? Or two days? Or even the same day?

**MARIA:** None of the milk would go bad, and I would be able to buy more from my supplier sooner. And I will have more milk to sell to my customers and I'll make more money. I'm going to start turning my inventory more quickly!

**Back to page 172**







# 12

*How do I continue  
to improve  
my business?*

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**Starting and Growing  
My Business**

# FOR FACILITATORS

## The day of the meeting:

**NEW!**

- Today, the group will spend an extra 20 minutes in the Commit section. Please read the final activity in *My Foundation* and be prepared to answer questions.
- Text or call all group members. Invite them to arrive 10 minutes early to report on their commitments.
- Prepare the meeting materials.

## 30 minutes before the meeting:

- Set chairs around a table so everyone can be close.
- Draw this commitment chart on the board with the names of the people in your group (see example below).

Group member name	Tried two ways to upsell with at least 10 customers (Write # of customers)	Tried at least two ways to lower costs (Write #)	Achieved weekly business goal (Yes/No)	Practiced Foundation principle and taught it to family (Yes/No)	Added to savings (Yes/No)	Reported to action partner (Yes/No)
Gloria	15	5	Y	Y	Y	Y

## 10 minutes before the meeting:

**NEW!**

- Greet people warmly as they arrive.
- As group members arrive, ask them to complete the commitment chart on the board. Also, remind them to turn to page 197 and update their progress towards certification. Ask who completed their certification requirements. Sign a copy of the completion letter on page 198 for each person who has completed the requirements. After the meeting, let the stake self-reliance committee know who completed their certification requirements.
- Assign a timekeeper.

## At starting time:

- Ask people to turn off their phones and other devices.
- Have an opening prayer (and hymn, if desired).
- Set the timer to 20 minutes for *My Foundation*.
- Complete principle 12 in *My Foundation*. Then return to this workbook and continue reading on the next page.



# REPORT

## DID I KEEP MY COMMITMENTS?

**Time:** Set the timer to 30 minutes for the Report section.

**Read:** Let's report on our commitments. Those who kept all their commitments, please stand up. (Clap for those who kept all their commitments.)

Now, everyone stand up. Let's repeat our theme statements together:

**"And it is my purpose to provide for my saints, for all things are mine."**

*Doctrine and Covenants 104:15*

**With faith in the Lord, we are working together to become self-reliant.**

**Read:** Let's be seated.

**Discuss:** What did you learn as you tried to upsell?

What did you learn as you tried to reduce costs?

What did you learn by working on your weekly business goal?



*In your business notebook, write what you learned by keeping your commitments.*



# LEARN

## HOW DOES EVERYTHING FIT TOGETHER?

**Time:** Set the timer to 60 minutes for the Learn section.

**Watch:** “We Can Do This!” (No video? Read page 192.)

**Practice:** Maria’s business is better than it was 12 weeks ago. How is your own business better than it was 12 weeks ago? Get with a group member. Get out your Business Success Map. Ask, “How has \_\_\_\_\_ (something from the map) improved your business?”

For example: “How has using multiple suppliers improved your business?”

Take turns asking each other questions for two minutes.

**Read:** We can do this! We have had successes. We’ve started and grown our businesses! We need to continue to improve our businesses and increase our profits.

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**Read:** QUESTION OF THE WEEK—How will I increase my profits?  
How can I continue learning and improving?

ACTION OF THE WEEK—I will set goals for my business.  
I will prepare a presentation about my business.

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## HOW WILL I REACH MY BUSINESS GOALS?

**Discuss:** Read the quote to the right. What goals “fire your imagination and create excitement in your heart”?

**Practice:** Write three goals you have for your business. Take two minutes.

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Get with two other people. Look at the two goals below.

I want to get better at managing my money because often I don't have enough to pay for all my expenses unless I borrow from my family, which is sometimes difficult because they don't always have enough either.

I will double my profits next month.

Answer the questions below. Discuss why you chose each answer.

1. Which goal is more exciting?
2. Which goal is easier to remember?
3. Which goal is easier to measure (knowing when you have reached the goal)?

**Read:** Successful business owners set goals that are exciting, easy to remember, and easy to measure.

**Practice:** On your own, rewrite the three goals for your business. Take two minutes to make your goals exciting, easy to remember, and easy to measure.

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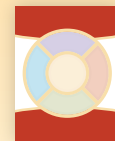
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Now, everyone stand and close your workbooks. Turn to the person next to you and tell that person your most exciting goal. Quickly move on to the next person until you have shared with everyone.

Get back with the whole group. Share someone else's goal with the group (don't share your own).

*“Determine where you are and what you need to do. . . . Create inspiring, noble, and righteous goals that fire your imagination and create excitement in your heart. And then keep your eye on them. Work consistently towards achieving them.”*

**JOSEPH B. WIRTHLIN,**  
*“Life's Lessons Learned,”*  
*Ensign or Liahona, May*  
 2007, 46



*Successful business owners set exciting, measurable goals.*

## 12: How do I continue to improve my business?

**Discuss:** Were your goals exciting, easy to remember, and easy to measure?

**Read:** Goals don't just happen because we want them to happen. We have to work hard to achieve our goals. Read President Monson's quote to the right.

**Practice:** Write your three goals again below. Write what you plan to do to achieve your goals (example provided).

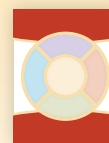
*"Write down your goals and what you plan to do to achieve them. Aim high, for you are capable of eternal blessings."*

**THOMAS S. MONSON,**  
**"Your Celestial Journey,"**  
*Ensign, May 1999, 97*

GOAL	WHAT I WILL DO TO ACHIEVE MY GOAL
I will double my profits next month by opening a stand on a busy street.	I will have my son run my business while I look for a good place for my new stand. I will give out samples so people know to buy from me.

**Read:** We will likely have difficulties and disappointments as we work on our goals. Successful business owners never give up, and they plan ways to overcome difficulties. Read the story below.

Daniel knew that most of his family would criticize his business goals and say he could not achieve the goals. But he knew his uncle would be supportive. He planned to ask his uncle for advice and encouragement. He planned to pray for strength, kindness, and patience. He planned to remain cheerful but determined when criticized.



*Successful business owners never give up.*

**Write:** Share ideas of ways you can overcome difficulties in achieving your goals. Remember that the Lord can help you and that other people can help you. Write your ideas below.

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## HOW DO I PREPARE FOR GRADUATION?

**Read:** As part of graduation, we will each stand and describe our businesses to other business owners, family members, and friends. As you watch the video, follow along with the instructions below.

**Watch:** “My Business in Five Minutes” (No video? The facilitator can read page 193 while everyone else follows along with the instructions below.)

### MY BUSINESS IN FIVE MINUTES: INSTRUCTIONS

<b>Part 1:</b>	<b>In less than one minute</b> , describe your business.
<b>Part 2:</b>	<p><b>In less than one minute</b>, describe how answering one of the following questions greatly improved your business:</p> <ol style="list-style-type: none"> <li>1. What do people want to buy?</li> <li>2. How do I sell?</li> <li>3. How do I control costs?</li> <li>4. How do I increase profits?</li> <li>5. How do I run my business?</li> </ol>
<b>Part 3:</b>	<p><b>In less than one minute</b>, describe how you have increased savings and kept financial records.</p> <ul style="list-style-type: none"> <li>• How many weeks did you add to your savings? ____</li> <li>• How many weeks did you keep business financial records? ____</li> <li>• How many weeks did you keep personal financial records? ____</li> </ul>
<b>Part 4:</b>	<b>In less than one minute</b> , describe one thing you will do to continue improving your business.
<b>Part 5:</b>	<b>In less than one minute</b> , describe one business goal you have and how you will reach your goal.

**Practice:** During the week, think about what you would like to share. Write your ideas in your business notebook. Practice giving your presentation to your family or friends. Come prepared to share your business presentations. (If you choose, you can use notes, charts, or other visual aids.)

## WHAT WILL I DO AFTER GRADUATION?

**Read:** Successful business owners continually seek learning. We can learn from books, other business owners, classes, and each other.

For example, you may consider legally registering your business. Discussing this with your group members or members of a business council can help you know when and how to do it.

**Discuss:** Would you like to continue meeting as a group? Would you like to meet with other groups in the stake?

**Read:** If we choose to continue meeting, we could create our own agenda or follow an agenda like this:

### SAMPLE AGENDA

#### **My Foundation**

Review principles and topics.

#### **Report**

Report on business progress and problems.

#### **Learn**

Listen to speakers from local businesses, lenders, and government.

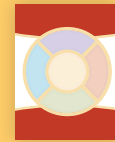
Watch videos or read about business topics.

#### **Ponder**

Reflect on what we are learning.

#### **Commit**

Choose goals and make commitments.



*Successful business owners learn continually.*

## AM I BECOMING MORE SELF-RELIANT?

**Read:** Our goal is self-reliance, both temporal and spiritual. Making our businesses succeed is only part of that goal.

**Discuss:** What changes have you seen in your life as you have practiced and taught the *My Foundation* principles?

**Practice:** Open your *My Path to Self-Reliance* booklet to a blank self-reliance assessment (in the back). Complete the steps.

When you are done, take three minutes to ponder the following:

Are you now more aware of your expenses? Can you now answer “often” or “always” to more of these questions? Are you more confident in the amount you have set as your self-reliant income? Are you closer to achieving your self-reliant income? What can you do to improve?





# PONDER

## WHAT SHOULD I DO TO IMPROVE?

**Time:** Set the timer to 10 minutes for the Ponder section.

**Practice:** Read the scripture to the right or think of another scripture. Quietly ponder what you are learning. Write any impressions you have below or in your business notebook.

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Which idea will help your business the most this week? Make this idea your weekly business goal.

Add your weekly business goal to your commitments on the next page.

**Discuss:** Would anyone like to share his or her weekly business goal or other impressions?

*“Verily I say, men should be anxiously engaged in a good cause, and do many things of their own free will, and bring to pass much righteousness.”*

**DOCTRINE AND COVENANTS 58:27**



# COMMIT

## HOW WILL I MAKE DAILY PROGRESS?

**Time:** Set the timer to 10 minutes for this page only.

**Read each commitment aloud to a partner.  
Promise to keep your commitments! Sign below.**

### MY COMMITMENTS

**I will prepare a presentation about my business.**

**I will set goals for my business.**

I will achieve my weekly business goal: \_\_\_\_\_

\_\_\_\_\_

I will practice today's *My Foundation* principle and teach it to my family.

I will add to my savings—even a coin or two each week.

---

*My signature*

## HOW CAN I CONTINUE BEING SELF-RELIANT?

**Time:** Set the timer to 20 minutes for this page.

**Read:** Turn to page 28 of the *My Foundation* booklet to do the final activity and plan a service project as a group. When finished, return here.

**Read:** Congratulations! The Lord has blessed you with new knowledge and skills and you have accomplished great things. Keep pressing forward!

To keep your business momentum going, you could:

- Volunteer and serve at a self-reliance center near you. (One purpose of becoming self-reliant is to be able to help others. Serving others is a great blessing.)
- Continue meeting with your group. Continue to support and encourage each other.
- Continue attending self-reliance devotionals.
- Keep in contact with your action partner. Support and encourage each other.

**I will continue to progress by making and keeping commitments.**

---

*My signature*

**Read:** We will now have a closing prayer.

### **Feedback Welcome**

*Please send your ideas, feedback, suggestions, and experiences to [srsfeedback@ldschurch.org](mailto:srsfeedback@ldschurch.org).*

### **Note to Facilitator:**

*Remember to report the group's progress at [srs.lds.org/report](https://srs.lds.org/report) so members will receive their certificates.*

# Resources

## WE CAN DO THIS!

Choose roles and act out the following.

**MARIA:** *Wow, this really works! I finally see it.*

**MARIA'S HUSBAND, DIEGO:** *What are you talking about? What works?*

**MARIA:** *Everything fits together. Twelve weeks ago, when we started going to our self-reliance group, I had no idea how much it would improve our business. The commitments we've been keeping, the things we've learned in our self-reliance group—it all makes sense!*

**DIEGO:** *Yes, I've found the same with my job search self-reliance group. I now have a great job at the hospital. With the income from my job and your egg business, we will finally be able to provide for our family. Everything does fit.*

**MARIA:** *Diego, it's not just my business. It's our business. Thank you for working so hard at your job and then helping me with our egg business.*

**DIEGO:** *It's also the Lord's business. We've consecrated our business efforts to Him, exercised faith in the Savior, and prayed about our business.*

**MARIA:** *We needed to look very closely at our egg business. We talked to customers and other business owners to figure out what people wanted. Remember? We realized that we should sell milk with our eggs.*

**DIEGO:** *Yes, and we looked at where we get our eggs and milk. We decided that it wasn't a good idea for us to get a goat for milk. It is better to buy fresh milk from Pedro, who already has several goats.*

**MARIA:** *Then we learned how to make money every day. I've been keeping track of everything we're spending and how much people pay us. We made a lot more money when we started doing home delivery.*

**DIEGO:** *And I've also been tracking how much we're spending and how much we're making for our family. We can pay for the kids' school supplies now.*

**MARIA:** *Naomi helped us figure out how to sell more. We started asking our customers questions, listening to them, and making suggestions. We encouraged customers to buy more eggs and to buy milk. That was a great idea to send Sophia for home delivery. We got to know our customers better and became friends with many of them.*

**DIEGO:** *Then with all the new customers, we needed more eggs every day, and we learned about borrowing money to get more chickens. I'm glad we didn't get that first loan. We wouldn't have been able to make payments. We just needed a small loan to buy a few more chickens.*

**MARIA:** *See?! It all fits together. Now we just need to keep looking at ways to reduce our costs and increase how much we sell.*

**DIEGO:** *Yes. We can do this!*

**Back to page 184**

### MY BUSINESS IN FIVE MINUTES

The facilitator should read the following while the other group members follow along on page 187.

*MARIA: I'm a little nervous to present, but I have gotten to know you all so well. I'm going to be okay. Part 1—I'm supposed to describe my business. My business is selling eggs and milk. I started with just eggs a few months ago. I added milk after I learned that my customers wanted it. I also have a home-delivery service now. My business is doing much better since I have been going to this self-reliance group.*

*MARIA: Part 2 is about the questions of the week. The questions have all helped me. But if I had to choose one, the question that improved my business the most was separating business and personal finances. Before that, any money I made in my business got mixed with my personal money and was spent. It wasn't good. Now I keep them separate.*

*MARIA: Part 3—financial records and savings. I was able to save money 9 of the 12 weeks. I kept financial records for my business for the last 8 weeks straight. I did the same for my personal records. I plan on continuing to keep records. I really like knowing how much I make and how much I spend. I am also very happy to have money in savings. I've never had that before. It comforts me to know it is there.*

*MARIA: Ok, now for part 4—continuing to improve my business. I have learned so much in the past 12 weeks. I want to continue to learn. I'm going to join our stake's business owners' group.*

*MARIA: Last part. Part 5 is a business goal. In one year, I want my business to have enough cash flow that I can rent a space in the busiest part of the market. That will help me grow my business even more.*

*Thanks, everyone. You have really helped me improve my business!*

**Back to page 187**









## AM I PROGRESSING TOWARDS MY CERTIFICATE?

Each week, track how well you are progressing towards your business entrepreneurship certificate. Put a check mark in each box as you attend the group meetings and keep commitments.

BUSINESS ENTREPRENEURSHIP REQUIREMENTS					
WEEK	Attended 10 group meetings	Kept personal and business financial records for 8 weeks	Added money to savings for 10 weeks	Kept weekly business goal for 10 weeks	Made a business presentation
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
Total					

## LETTER OF COMPLETION

To Whom It May Concern:

\_\_\_\_\_ has participated in a self-reliance group called "Starting and Growing My Business," provided by The Church of Jesus Christ of Latter-day Saints, and has fulfilled the requirements necessary for completion as follows:

Attended at least 10 meetings \_\_\_\_\_ of 12

Kept personal and business financial records for 8 weeks \_\_\_\_\_ of 8

Added money to savings for at least 10 weeks \_\_\_\_\_ of 12

Kept weekly business goal for at least 10 weeks \_\_\_\_\_ of 12

Made a business presentation to the group (circle one) Yes or No

\_\_\_\_\_  
*Facilitator name*

\_\_\_\_\_  
*Facilitator signature*

\_\_\_\_\_  
*Date*

I have practiced and built a foundation of skills, principles, and habits for self-reliance. I will continue to use these throughout my life.

\_\_\_\_\_  
*Group member name*

\_\_\_\_\_  
*Group member signature*

\_\_\_\_\_  
*Date*

*Note: A certificate from LDS Business College will be issued at a later date by the stake or district self-reliance committee.*

# BUSINESS SUCCESS MAP

*Principles for Business Success*

## CUSTOMERS

*What do people want to buy?*

- Know why people buy your product
- Know what customers value
- Learn from customers daily

## COSTS

*How can I control my costs?*

- Lower costs
- Use multiple suppliers
- Only add fixed costs when they will increase profits
- Make investments wisely
- Use the Four Rights to borrow wisely

## BUSINESS SUCCESS

*How do I run my business?*

- Separate business and personal records
- Keep daily records
- Pay tithing first
- Save weekly
- Improve something every day
- Learn continually
- Live the *Foundation* principles
- Set exciting, measurable goals
- Start small, think big
- Never give up!

## SALES

*How do I sell?*

- Always upsell
- Turn inventory often
- Ask, listen, suggest
- Make it easy to buy
- Close the sale

## PROFIT

*How do I increase profits?*

- Keep daily records
- Pay yourself a salary
- Seek daily profit
- Buy low, sell high
- Don't steal from your business
- Use productive assets

THE CHURCH OF  
JESUS CHRIST  
OF LATTER-DAY SAINTS

Self-Reliance Services  
PERPETUAL EDUCATION FUND

