

# Business Plan

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# Business Plan

## 1 Introduction

The “Introduction” (also called the **executive summary**) is the most important part of the BP. It is the part that will engage a potential investor to read the remaining sections of the BP. The objective is to give the project credibility and to corroborate that the promoters are qualified to establish and grow the company.

### 1.1 Company

|  |   |
|--|---|
|  | <b>Name</b>   |
|  |   |
| 2 lines                                      | <b>Brief Description</b>  |
|  |   |
|  | <b>Adress and contact Details</b>                                 |
|  |   |
| Idea, BP Developed, operations initiated, .. | <b>State of the company</b>                                       |
|  |   |
|  | <b>Previous development of the company, previous achievements</b> |
|  |   |
|  | <b>Date of foundation</b>   |
|  |   |
|  | <b>Current number of promoters and employees</b>                  |
|  |   |

### 1.2 Company’s business

|                                 |   |  |                 |
|---------------------------------|---|--|-----------------|
|                                 | <b>Company and business description</b>         |  |                 |
|                                 |   |  |                 |
| Mark with an “X” the sector (s) | <b>Business / Sectors in which it operates</b>  |  |                 |
|                                 | Solar Energy                                    |  | Software        |
|                                 | Wind Energy                                     |  | Other (Specify) |
|                                 | Biomass   |  |                 |
|                                 | <b>Target Markets (regions, countries, etc)</b> |  |                 |
|                                 |   |  |                 |
|                                 | <b>Products / Services</b>                      |  |                 |
|                                 |   |  |                 |

**1.3 Promoters and professional staff**

Fill in this form for each one of the promoters

|  |
|--|
|  |
|  |
|  |
|  |
|  |

| Professional background of the promoters |  |
|--|--|
| Name                                     |  |
| Education                                |  |
| Professional Experience                  |  |
| Languages                                |  |
| Others                                   |  |

|  |
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| Professional background of the promoters |  |
|--|--|
| Name                                     |  |
| Education                                |  |
| Professional Experience                  |  |
| Languages                                |  |
| Others                                   |  |

Fill in this form for each one of the employees

|  |
|--|
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| Professional background of the professional staff |  |
|---|--|
| Name  |  |
| Education   |  |
| Professional Experience                           |  |
| Languages   |  |
| Others  |  |

|  |
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| Professional background of the professional staff |  |
|---|--|
| Name  |  |
| Education   |  |
| Professional Experience                           |  |
| Languages   |  |
| Others  |  |

**1.4 Business Model**

|  |
|--|
|  |
|--|

| Characteristics of the project in context of the Business |
|---|
|   |

|  |
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| Competitive Advantages |
|------------------------|
|                        |

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| Grounds in which the claims made in the BP are based |
|--|
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| Legal framework |
|-----------------|
|                 |

## 2 Business Description

*This section gives an overview of the company concept, its main goals, its products or services, its entry and growth strategy, its competitive advantages, the name and the background of the responsables and their positions in the company, the technology and innovations the company uses and its R&D policy.*

### 2.1 Company

|  |   |
|--|---|
|  | <b>Company`s origin and goals</b>                             |
|  | <b>Experience of the founders and position in the company</b> |
|  | <b>Entry and growth strategy</b>                              |

### 2.2 Product / Service

|   |  |
|---|--|
| Needs it meet, uses, market positioning, differentiation from competitors, etc. | <b>Description of the product / service</b>        |
|   | <b>Ancillary services</b>                          |
|   | <b>Manufacturing or service provision capacity</b> |
|   | <b>Milestone of development</b>                    |
|   | <b>Price-performance ratio proposal</b>            |
|   | <b>Analysis of strong/weak points</b>              |

**2.3 R&D protective measures**

|  |
|--|
|  |
|--|

| Technology / Innovation description |  |
|-------------------------------------|--|
|                                     |  |

|          |
|----------|
| Describe |
|          |
|          |

| Description                    |  | Duration |
|--------------------------------|--|----------|
| <b>Copyrights</b>              |  |          |
| <b>Patents</b>                 |  |          |
| <b>Other right protections</b> |  |          |

### 3 Market Study

The market study is a fundamental part of the BP. Its goal is to illustrate the opportunity and show that there is a significant market to capture. The information given by this section is crucial to determine the economic viability of the business.

Useful sources of information to cope with this section are:

- Ministries, Governments of the autonomous regions, or Local institutions
- National Statistics Institute
- The National Employment Institute
- The Institute for Foreign Trade
- Chambers of Commerce
- Associations representing professions and economic sectors
- Newspapers and magazines
- Bank directories
- Consumer surveys
- Surveys and tests
- Suppliers operating in the sector
- Distributors
- Potential customers

#### 3.1 Sector analysis

|   |                              |                 |                         |
|---|------------------------------|-----------------|-------------------------|
| Definition, size, growth, concentration, competition, players, trends, market chances and risks |                              | <b>Industry</b> | <b>Industry segment</b> |
|   | <b>Description</b>           |                 |                         |
| Description of the variables or factors that can affect the current market structure            |                              | <b>Industry</b> | <b>Industry segment</b> |
|   | <b>Key Variables</b>         |                 |                         |
|   |                              | <b>Industry</b> | <b>Industry segment</b> |
|   | <b>Regulation</b>            |                 |                         |
| Decision process governing the sector: Prices, regulation, costs..                              |                              | <b>Industry</b> | <b>Industry segment</b> |
|   | <b>Main decision process</b> |                 |                         |
|   | <b>Success factors</b>       |                 |                         |
|   |                              |                 |                         |



### 3.2 Customer's behavior

| <p>Features, segmentation, growth, trends, consumer habits</p>                                     | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Potential customers</th> </tr> <tr> <td colspan="2" style="height: 40px;"></td> </tr> </table>                      | Potential customers                      |  |  |  |
|--|--|--|--|--|--|
| Potential customers  |  |  |  |  |  |
|  |  |  |  |  |  |
| <p>Private company, public institution, etc.,</p>  | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Type of customer</th> </tr> <tr> <td colspan="2" style="height: 40px;"></td> </tr> </table>                         | Type of customer                         |  |  |  |
| Type of customer   |  |  |  |  |  |
|  |  |  |  |  |  |
|  | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Description of decision maker</th> </tr> <tr> <td colspan="2" style="height: 30px;"></td> </tr> </table>            | Description of decision maker            |  |  |  |
| Description of decision maker  |  |  |  |  |  |
|  |  |  |  |  |  |
| <p>Such as price, design, quality, service, distribution, etc.</p>                                 | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Factors that affect purchasing decisions</th> </tr> <tr> <td colspan="2" style="height: 50px;"></td> </tr> </table> | Factors that affect purchasing decisions |  |  |  |
| Factors that affect purchasing decisions   |  |  |  |  |  |
|  |  |  |  |  |  |
| <p>Describe here the main results and attach the full survey or test results in the BP Annexes</p> | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Results from tests and surveys</th> </tr> <tr> <td colspan="2" style="height: 60px;"></td> </tr> </table>           | Results from tests and surveys           |  |  |  |
| Results from tests and surveys   |  |  |  |  |  |
|  |  |  |  |  |  |

### 3.3 Competitors and products

| <p>Location, market share, main additional products / services offered, characteristics (strengths, weaknesses, etc)</p> | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Competitors' description</th> </tr> <tr> <td colspan="2" style="height: 70px;"></td> </tr> </table>  | Competitors' description  |  |  |  |
|--|---|---|--|--|--|
| Competitors' description   |   |   |  |  |  |
|  |   |   |  |  |  |
|  | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Competitors' market strategies (including commercial and distribution policies)</th> </tr> <tr> <td colspan="2" style="height: 40px;"></td> </tr> </table> | Competitors' market strategies (including commercial and distribution policies) |  |  |  |
| Competitors' market strategies (including commercial and distribution policies)  |   |   |  |  |  |
|  |   |   |  |  |  |
|  | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Competitors from imports</th> </tr> <tr> <td colspan="2" style="height: 30px;"></td> </tr> </table>  | Competitors from imports  |  |  |  |
| Competitors from imports   |   |   |  |  |  |
|  |   |   |  |  |  |
| <p>Price, cost, distribution, quality, etc..</p>   | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Leaders and competitive advantage of them</th> </tr> <tr> <td colspan="2" style="height: 40px;"></td> </tr> </table>                                       | Leaders and competitive advantage of them                                       |  |  |  |
| Leaders and competitive advantage of them  |   |   |  |  |  |
|  |   |   |  |  |  |
| <p>Describe the reason of success of their products</p>  | <table border="1"> <tr> <th colspan="2" style="background-color: #000080; color: white;">Success of competitor's products</th> </tr> <tr> <td colspan="2" style="height: 30px;"></td> </tr> </table>  | Success of competitor's products  |  |  |  |
| Success of competitor's products   |   |   |  |  |  |
|  |   |   |  |  |  |

### 3.4 Barriers to entry

|          | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Barriers</th> <th style="background-color: #000080; color: white;">Current</th> <th style="background-color: #000080; color: white;">Future</th> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </table> | Barriers | Current | Future |  |  |  |
|----------|---|----------|---------|--------|--|--|--|
| Barriers | Current   | Future   |         |        |  |  |  |
|          |   |          |         |        |  |  |  |

|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
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## 4 Marketing Plan

The Marketing Plan sets the commercial strategies that will allow obtaining the turnover that will be provided in the economic and financial analysis. The Marketing Plan describes the details of the global marketing strategy you plan to use to exploit your business opportunities and competitive advantages. The Marketing Plan should include **What** you have to do, **How** to do it, **When** it will be done, and **Who** will be responsible for implementing the actions.

### 4.1 Market & Product Strategy

|   |   |
|---|---|
|   | <p><b>Describe the emotional versus rational component of the purchase and how do you position your product/service</b></p> |
| <p>Consider for example: Premium / segmentation for a more advanced system or color, quality leader, etc.</p> | <p><b>Describe the attributes of the product and the strategy related to them</b></p>                                       |
|   | <p><b>Strategy to get new / retain existing clients</b></p>   |
| <p>Related cost, who will provide it? Comparison with what other competitors offer</p>                        | <p><b>Post-sales guarantee system</b></p>   |

### 4.2 Pricing

| <p>Describe the basis for the pricing proposal</p>  | <p><b>Basis for pricing</b></p> |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
|---|---------------------------------|---|-----------|---|--|--|-----------------|---------------|-------------------|------------------------|--|--|------------------------|--|--|
| <table border="1"> <tr> <td data-bbox="113 1727 418 1794">Product 1</td> </tr> <tr> <td data-bbox="113 1794 418 1877">Explain the variables that count for the differences in each case</td> </tr> <tr> <td data-bbox="113 1877 418 1910">Product 2</td> </tr> <tr> <td data-bbox="113 1910 418 1993">Explain the variables that count for the differences in each case</td> </tr> </table> | Product 1                       | Explain the variables that count for the differences in each case | Product 2 | Explain the variables that count for the differences in each case | <table border="1"> <thead> <tr> <th data-bbox="464 1727 772 1789">Product/Service</th> <th data-bbox="772 1727 1086 1789">Company Price</th> <th data-bbox="1086 1727 1404 1789">Competitors Price</th> </tr> </thead> <tbody> <tr> <td data-bbox="464 1789 772 1877"><b>Differentiation</b></td> <td data-bbox="772 1789 1086 1877"></td> <td data-bbox="1086 1789 1404 1877"></td> </tr> <tr> <td data-bbox="464 1877 772 1993"><b>Differentiation</b></td> <td data-bbox="772 1877 1086 1993"></td> <td data-bbox="1086 1877 1404 1993"></td> </tr> </tbody> </table> |  | Product/Service | Company Price | Competitors Price | <b>Differentiation</b> |  |  | <b>Differentiation</b> |  |  |
| Product 1   |                                 |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
| Explain the variables that count for the differences in each case   |                                 |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
| Product 2   |                                 |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
| Explain the variables that count for the differences in each case   |                                 |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
| Product/Service   | Company Price                   | Competitors Price   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
| <b>Differentiation</b>  |                                 |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |
| <b>Differentiation</b>  |                                 |   |           |   |  |  |                 |               |                   |                        |  |  |                        |  |  |

|  |  |   |
|--|--|---|
| <p>Estimate margin:<br/>Price – (Cost of product, distribution, guarantees, customers training, etc)</p> | <p><b>Company Margin</b></p>             | <p><b>Competitors Margin</b></p>            |
| <p>Estimate the time it takes to recover the acquisition cost of the client.</p>                         | <p><b>Company’s customer payback</b></p> | <p><b>Competitors’ customer payback</b></p> |

**4.3 Distribution**

|   |  |  |
|---|--|--|
| <p>Define what type of distribution channels are going to be used</p>   | <p><b>Distribution channels</b></p>                |  |
| <p>Evaluate the importance of the distribution costs with regard to the market price of the product/service</p>                         | <p><b>Cost of distribution Vs Market Price</b></p> |  |
|   | <p><b>Manpower available in distribution</b></p>   |  |
|   | <p><b>Alliances with sales agents</b></p>          |  |
|   | <p><b>Support for salesmen and resellers</b></p>   |  |
| <p>Establish scope of distribution (local, national, etc) of your product. Describe future expansion plans</p>                          | <p><b>Scope of distribution</b></p>                |  |
| <p>Evaluate export possibilities of your products, with regard to the international distribution system, transport, insurance, etc.</p> | <p><b>Exports potential</b></p>                    |  |

### 4.4 Advertising & Promotions

Describe the formulas that are going to be used to attract the attention of potential customers to your product/service

| Customers acquisition policy by type of customer |
|--|
|  |

Breakdown of Advertising Channels

|  |
|--|
|  |
|  |
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|  |
|  |
|  |
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|  |

| Features             | Economic Valuation | Size, duration & frequency |
|----------------------|--------------------|----------------------------|
| <b>Media Plan</b>    |                    |                            |
| <b>Description</b>   |                    |                            |
| <b>Mail Shots</b>    |                    |                            |
| <b>Description</b>   |                    |                            |
| <b>Trade Fairs</b>   |                    |                            |
| <b>Description</b>   |                    |                            |
| <b>Telemarketing</b> |                    |                            |
| <b>Description</b>   |                    |                            |
| <b>Others</b>        |                    |                            |
| <b>Description</b>   |                    |                            |

| Monitoring plan of marketing strategies |
|---|
|   |

Describe advertising measures sensitivity related to sales

| Analysis of effects of single measures |
|--|
|  |

### 4.5 Commercial policy

Make a study on customer's primary motivation and elaborate a plan to identify and contact with potential consumers.

| Plan to identify and contact potential consumers |
|--|
|  |

Description of sales team, composition, form of hiring, qualifications required etc..

| Sales team      |                 |
|-----------------|-----------------|
| Own Sales Force | Representatives |
|                 |                 |

Include measures as expected Share of Market, for instance.

| Sales Strategy                     |  |
|------------------------------------|--|
| <b>Description</b>                 |  |
| <b>Target sales ( Units and €)</b> |  |

Units and €

| <b>Distribution of target sales by sales force</b> |                        |
|--|------------------------|
| <b>Own Sales Force</b>                             | <b>Representatives</b> |
|  |                        |

Define the incentives policy for different volumes, discount policy, rebates, special guarantees, etc.,

| <b>Incentives policy</b> |
|--------------------------|
|                          |

Define the policy of sales margin and promotional measures offered by distributors, representatives, etc. and compare these with competitors

| <b>Policy of sales margin and promotional measures</b> |                     |
|--|---------------------|
| <b>Company's</b>                                       | <b>Competitors'</b> |
|  |                     |

## 5 Technical Description

*The technical description includes the development, manufacturing and marketing of your products. If you are dealing with a service, rather than talking about the technical parameters, you should give a detail description of the procedures and technical requirements involved in providing this service. In case of product development and manufacturing, it's very important to pay particular attention to: The operation cycle, the geographic location, the equipment necessary and the production process strategy*

### 5.1 Development

|   | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Development stages</th> </tr> <tr> <td style="height: 20px;"></td> </tr> </table>  | Development stages                        |             |  |                |  |
|---|---|---|-------------|--|----------------|--|
| Development stages  |   |   |             |  |                |  |
|   |   |   |             |  |                |  |
|   | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Business partners for development</th> </tr> <tr> <td style="height: 20px;"></td> </tr> </table>   | Business partners for development         |             |  |                |  |
| Business partners for development   |   |   |             |  |                |  |
|   |   |   |             |  |                |  |
| <p>Consider the duration of the research and development efforts required to prepare the product as well as the investment requirements in staff and research resources, samples, prototypes, etc..</p> | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Research and Development efforts and cost</th> </tr> <tr> <th style="background-color: #cccccc;">Description</th> </tr> <tr> <td style="height: 40px;"></td> </tr> <tr> <th style="background-color: #cccccc;">Total cost (€)</th> </tr> <tr> <td style="height: 20px;"></td> </tr> </table> | Research and Development efforts and cost | Description |  | Total cost (€) |  |
| Research and Development efforts and cost   |   |   |             |  |                |  |
| Description   |   |   |             |  |                |  |
|   |   |   |             |  |                |  |
| Total cost (€)  |   |   |             |  |                |  |
|   |   |   |             |  |                |  |
| <p>Evaluate if you have sufficient Know How and if you are able to undertake this development work. Also evaluate legal, health and security requirements.</p>  | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Know-How</th> </tr> <tr> <td style="height: 80px;"></td> </tr> </table>  | Know-How                                  |             |  |                |  |
| Know-How  |   |   |             |  |                |  |
|   |   |   |             |  |                |  |
| <p>Describe in detail the risks and difficulties inherent to the development process</p>  | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Risks of the development process</th> </tr> <tr> <td style="height: 60px;"></td> </tr> </table>  | Risks of the development process          |             |  |                |  |
| Risks of the development process  |   |   |             |  |                |  |
|   |   |   |             |  |                |  |
| <p>Think of the possibility of improvement the product in the medium term or developing a spin-off, calculate the cost of the process.</p>  | <table border="1"> <tr> <th style="background-color: #000080; color: white;">Improvement evaluation</th> </tr> <tr> <td style="height: 80px;"></td> </tr> </table>  | Improvement evaluation                    |             |  |                |  |
| Improvement evaluation  |   |   |             |  |                |  |
|   |   |   |             |  |                |  |

Evaluate the possibility of obtaining property rights of the product.

| Intellectual property rights |
|------------------------------|
|                              |

**5.2 Product or service manufacturing**

Define and describe the production process.

| Production process |
|--------------------|
|                    |

Describe the production plan: Volume, cost, labour, raw materials, etc..

| Production plan |
|-----------------|
|                 |

Define production in terms of resources employed (own or subcontracted). For HR evaluate who they are, skill levels and costs

| Resources employed |             |
|--------------------|-------------|
| Own Resources      | Subcontract |
|                    |             |

Describe control process, inventory control and inspection procedures

| Quality controls |
|------------------|
|                  |

| Quality management |
|--------------------|
|                    |

| Certification of products |
|---------------------------|
|                           |

Description and cost €

| Monitoring Cost during the production process |
|---|
|   |

Define operating cycle, number of units to be produced, number of shifts to cover manufacturing forecasts, staff requirements, personnel skill and costs

| Operating cycle |
|-----------------|
|                 |

Pay attention to the geographical location of your installations. Evaluate the availability of qualified labor, its costs, incentives for

| Location |
|----------|
|          |



locating factories, environmental regulations, proximity to sources of raw material, etc

|  |
|--|
|  |
|--|

Design the structure of the factory and estimated cost of the plant.  
Establish formulas for purchasing of buildings, possibilities of expansion, regime for acquisition, maintenance costs, etc.

|   |
|---|
| <b>Structure of the factory – Costs</b> |
|   |

Study the kind of equipment necessary to operate, characteristics, models, production capacity, duration and annual depreciation.

|                  |
|------------------|
| <b>Equipment</b> |
|                  |

|  |
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|  |
|--|
| <b>Motivation of Staff involved in Manufacturing</b> |
|  |

Describe technological dependence

|                                |
|--------------------------------|
| <b>Dependence on suppliers</b> |
|                                |

**5.3 Ancillary Services**

Give a detailed description of the procedures and technical requirements in providing the services.

|   |
|---|
| <b>Procedures to provide the services</b> |
|   |

Define what kind of services could be outsourced and what kind of tool should be used to control them.

|                             |
|-----------------------------|
| <b>Outsourcing services</b> |
|                             |

Collect all information about legal, health and security requirements needed to provide the service.

|  |
|--|
| <b>Legal, Health and security requirements</b> |
|  |

## 6 Purchasing Plan

The purchasing plan must include the list of raw materials and other materials to produce and market your product or service. Moreover, this list includes all kind of information (contact, commercial conditions, lead time, etc) about main suppliers and other sources.

### 6.1 Bill of Materials (BOM)

| List of raw materials and other materials needed to produce and market the product/service. | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #000080; color: white;"> <th style="width: 60%;">Description of raw materials</th> <th style="width: 15%;">Quantity</th> <th style="width: 15%;">Lead time</th> <th style="width: 10%;">Price</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> | Description of raw materials | Quantity | Lead time | Price |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|---|------------------------------|----------|-----------|-------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Description of raw materials  | Quantity  | Lead time                    | Price    |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Describe the system of materials planning that will be used: MRP, Just in time, ..          | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #000080; color: white;"> <th style="text-align: left;">System of materials planning</th> </tr> </thead> <tbody> <tr><td> </td></tr> </tbody> </table>   | System of materials planning |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| System of materials planning  |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Carry out a cost estimation for warehouses stock requirements and stock rotation..          | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #000080; color: white;"> <th style="text-align: left;">Stocks</th> </tr> </thead> <tbody> <tr><td> </td></tr> </tbody> </table>   | Stocks                       |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Stocks  |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #000080; color: white;"> <th style="text-align: left;">Quality management</th> </tr> </thead> <tbody> <tr><td> </td></tr> </tbody> </table>   | Quality management           |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Quality management  |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |                              |          |           |       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

### 6.2 Suppliers

|   | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #000080; color: white;"> <th colspan="4">List of Main Suppliers</th> </tr> <tr style="background-color: #000080; color: white;"> <th style="width: 25%;">Supplier</th> <th style="width: 30%;">Product / service provided</th> <th style="width: 20%;">Location</th> <th style="width: 25%;">Contact</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Supplier 1</td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td style="text-align: center;">Supplier 2</td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> | List of Main Suppliers |                          |  |  | Supplier | Product / service provided | Location | Contact | Supplier 1 |  |  |  | Supplier 2 |  |  |  |
|---|--|------------------------|--------------------------|--|--|----------|----------------------------|----------|---------|------------|--|--|--|------------|--|--|--|
| List of Main Suppliers  |  |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
| Supplier  | Product / service provided   | Location               | Contact                  |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
| Supplier 1  |  |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
| Supplier 2  |  |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
| Evaluate quality, price, lead time, reliability, flexibility in change of specifications or | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #000080; color: white;"> <th style="width: 20%;">Supplier</th> <th>Description of suppliers</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>  | Supplier               | Description of suppliers |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
| Supplier  | Description of suppliers   |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
|   |  |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
|   |  |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |
|   |  |                        |                          |  |  |          |                            |          |         |            |  |  |  |            |  |  |  |

|  |  |  |
|--|--|--|
| quantities, service, etc. of the main suppliers. |  |  |
|--|--|--|

|   |  |  |
|---|--|--|
| Collect all information about conditions and payment periods, discounts on bulk purchases, availability and delivery conditions, guarantees, etc. | <b>Supplier      Supplier policies</b> |  |
|   |  |  |
|   |  |  |
|   |  |  |

|  |                                  |  |
|--|----------------------------------|--|
|  | <b>Replacements of suppliers</b> |  |
|  |                                  |  |

|  |                      |  |
|--|----------------------|--|
| Estimation of cancellations probability and Policies to cope with them | <b>Cancellations</b> |  |
|  |                      |  |

|  |                              |  |
|--|------------------------------|--|
|  | <b>Auditing of suppliers</b> |  |
|  |                              |  |

## 7 Organization & HR

The Organization section describes in detail the functions of the key management positions and line management posts: who are the responsables and how are they organized. All this information is fundamental to increase potential investor's confidence.

For big companies, it's advisable to establish the human resources policies (hire, salary promotion, training, etc.) as well as an organization chart.

### 7.1 Management team

Elaborate the organization chart and pay attention to what kind of organization is the best: Matrix, Functional, Process, etc.

| Organization chart |
|--------------------|
|                    |

|  |
|--|
|  |
|  |

| Management Team |                     |                         |                          |             |        |
|-----------------|---------------------|-------------------------|--------------------------|-------------|--------|
| Name            | Position/ Functions | Professional Experience | Specialist (Area/Sector) | Achivements | Salary |
|                 |                     |                         |                          |             |        |
|                 |                     |                         |                          |             |        |
|                 |                     |                         |                          |             |        |

### 7.2 Personal & HR

Depending on the size of the business, it is advisable to establish Human Resources policy as: hiring, promotion, salary, training, etc.

| Human Resource Policy |
|-----------------------|
|                       |

It is advisable to identify the levels of categories of employees, determine the number and the cost

| <b>Levels and categories of employees</b> |                 |                   |                          |
|---|-----------------|-------------------|--------------------------|
| <b>Number of employees</b>                | <b>Category</b> | <b>Experience</b> | <b>Individual salary</b> |
|   |                 |                   |                          |
|   |                 |                   |                          |
|   |                 |                   |                          |
|   |                 |                   |                          |

| <b>Staff motivation policies</b> |
|----------------------------------|
|                                  |

| <b>Training and qualification programmes</b> |
|--|
|  |

| <b>External experts required</b> |
|----------------------------------|
|                                  |

## 8 Legal Structure

*The legal structure describes the legal form taken by the company and the reason for the chosen form as compared to the alternatives allowed by law. In addition, the tax regime applicable to the company, as well as to its founders, should be included.*

|   |  |
|---|--|
| <p>Name and legal status of business partners and investors, together with the percentage and type of shares they would hold.</p>   | <p><b>Business Partners and Investors</b></p>                  |
| <p>Elaborate a list of the external advisory services with a description of the legal status of the advisors, their specializations and costs..</p>   | <p><b>External Advisory Services</b></p>                       |
| <p>In case it's not legally established yet Describe, step by step, all administrative and legal procedures necessary to set up the company (registration, tax registration, business and work permits, etc).</p> | <p><b>Set-up legal procedures</b></p>                          |
| <p>It's advisable to enclose a copy of the company's memorandum and Articles of Association.</p>  | <p><b>Company's memorandum and Articles of Association</b></p> |

## 9 Financial Study

The purpose of the Financial Study is two-fold: to evaluate the economic potential of the business and present feasible alternatives for its financing. When you start drawing up the Financial Plan you should discuss its underlying assumptions, provide **forecasted financial statements**, as well as describe the envisaged capital structure and the contribution expected from the promoters of the project.

### 9.1 Sector margins

You should compute the sector's margins through the percentage on sales of all the items of the P&L account of the benchmark companies

| Sector margins        |          |          |          |          |
|-----------------------|----------|----------|----------|----------|
| Benchmark Company/ies | Year t-1 | Year t-2 | Year t-3 | Year t-n |
| Sales                 | 100%     | 100%     | 100%     | 100%     |
| Cost of Goods Sold    |          |          |          |          |
| Gross Profit          |          |          |          |          |
| ....                  |          |          |          |          |
| Net Income            |          |          |          |          |

### 9.2 Financial Statements

Describe the investment plan of the company in fixed assets (tangible-intangible) and its depreciation policy

#### Investment plans

You should describe the components of the Working Capital and the policies related to them (inventories, accounts receivable, accounts payable, short-term notes, etc.)

#### Working capital

Describe the cash needed for the first years

#### Cash

Describe the target financing structure for the company and compare it with the one it has currently (equity, mezzanine, senior debt, etc.)

#### Financing structure

Forecast for the next 10 years or more, depending on the characteristics of the business and the pay-back period for the required investment

| Forecasts   |                                     |
|---|-------------------------------------|
| <b>P&amp;L</b>  | Attach forecast in Excel Procedures |
| <b>Balance Sheet</b>                                      | Attach forecast in Excel Procedures |
| <b>Ratios Analysis (Profitability, debt and activity)</b> | Attach forecast in Excel Procedures |
| <b>Break-even point regarding the sales</b>               | Attach forecast in Excel Procedures |

## 10 Risk Assessment

*The business plan should include a description of the risks and possible consequences of any adverse circumstances which may affect the industry, the company, the management team, the acceptance of your product or service by the market, or which may result in delays in launching your product or service, or difficulties in obtaining the necessary financial resources.*

*Identifying risk factors demonstrates the management skills of the Business Plan's author and increases the project's credibility in the eyes of investors*

List of risks by degree of importance / impact on the project results. The assessment of risks should make reference to external / internal factors (recession, the reaction of competitors, premature obsolescence, R&D risks, etc.) and their influence on the development of the project.

| Risk Identification |                                       |
|---------------------|---------------------------------------|
| Risk                | Possible corrective step to offset it |
|                     |                                       |
|                     |                                       |
|                     |                                       |
|                     |                                       |
|                     |                                       |

The economic impact of the most relevant risk factors on the financial statements should be quantified through a scenario analysis or a breakeven analysis, separately for each risk factor

| Risk | Economic impact         |
|------|-------------------------|
|      | Attach Excel Procedures |
|      | Attach Excel Procedures |
|      | Attach Excel Procedures |
|      | Attach Excel Procedures |



## 11 Summary

*The final section of your Business Plan briefly reiterates the main strengths of the project, its weaknesses, its advantages and opportunities, or threats and risks. This is the last chance to convince the investors of the value of the project, if you have not already done so. Consequently, you should spare no effort in stressing its true potential*

*This summary should also include timetables for milestones and deadlines as well as the realization plan of the business*

|  |
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|  |
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| Summary |
|---------|
|         |

## Annexes

*The annexes support or confirm the trends or strategies set out in your Business Plan, and are very important in the presentation of your BP. Some examples that should be included: surveys, statistics, reports by third parties, legal documents, etc.*

*Remember that the presentation of your Business Plan is your Calling Card to various groups, and that it should be carefully bound. The information should be contained in two volumes, one containing the bulk of the information and the other, which holds the annexes.*

|  |
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|  |
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|                        |
|------------------------|
| <b>Annex I:</b> _____  |
|                        |
| <b>Annex II:</b> _____ |
|                        |