

SAMPLE BUSINESS PLAN

STRUCTURE

- Executive summary
- Promoters' historical facts
- Project
 - o Project presentation
 - o Activities to be developed and project implementation steps
 - o Critical factors for the project's development
- Potential market and commercial strategy
 - o Potential market presentation
 - o Commercial strategy presentation
- Necessary means of production
- Economic and financial analysis

1. EXECUTIVE SUMMARY

Objective: Describe a summary of the entire business plan, in no more than 200 words.

Essential points to focus:

- What are the name of the business and its area of activity?
- What are the scope of the business and the potential market for its products?
- Why is it an innovative and winning proposal?
- What are the necessary human and financial resources and how will they be financed?
- What are the estimated deadlines to present the main results?
- What is the estimated deadline to obtain return on investment?
- What are the strong and weak points of the project?
- What are the promoter or promoters' references and their relevant experience for the project?

2. PROMOTERS' HISTORICAL FACTS

Objective: Raise awareness for the promoter or promoters' Curriculum and its or their competencies to manage the project, in no more than 50 words per promoter, up to 150 words in total.

3. PROJECT

3.A. PROJECT PRESENTATION

Objective: Raise awareness for the project as well as its feasibility, in no more than 100 words.

3.B. ACTIVITIES TO BE DEVELOPED AND PROJECT IMPLEMENTATION STEPS

Objective: Raise awareness for the chronogram with the project implementation steps, the activities to develop and the respective estimated costs, in no more than 100 words.

3.C. CRITICAL FACTORS FOR THE PROJECT'S DEVELOPMENT

Objective: Identify the critical factors for succeeding in the implementation and development of the project, in no more than 50 words.

4. POTENTIAL MARKET AND COMMERCIAL STRATEGY

4.A. POTENTIAL MARKET PRESENTATION

Objective: Describe and quantify the market for the business, in no more than 400 words.

Essential points to focus:

- Size (describe the total market size in terms of the product's potential consumption, both in units and in value, per year, in a specific geographic area);
- Development stage (embryonic / in development / mature / in decline);
- Typology of the target clients (describe the target clients and their needs);
- Describe and quantify the competition.

4.B. COMMERCIAL STRATEGY PRESENTATION

Objective: Describe the implementation strategy, in no more than 400 words.

Essential points to focus:

- Set the production and commercialization strategy;
- Present the necessary costs to produce and set the pricing structure – in case of an innovative product, use the creation of value added that the product will bring to the consumer as a basis for the price setting;
- Strategy and marketing investment;
- Set the distribution and sales channels.

5. NECESSARY MEANS OF PRODUCTION

Objective: Describe the physical production process, as well as the materials, equipment and other necessary resources. Detail the different components, in no more than 600 words.

Essential points to focus:

- Present the comparative reasoning between self-production and subcontracting;
- Describe the necessary equipment and human resources, as well as the quantification of the respective acquisition cost / renting (including a comparison of the machinery buying possibilities versus renting) and operating expenses (costs associated with the operation of equipment, such as energy, maintenance, among others);
- Identify the production control mechanisms (stocks, raw materials and finished products management);
- Production programme (scheduled production planning, from the raw materials stocking to the dispatching of the finished product to the client).

6. ECONOMIC AND FINANCIAL ANALYSIS

Objective: Describe the origin of the funds to finance the project and estimate its economic performance in the 5 years after being launched.

Present the following tables completed:

Financing sources

Financing sources (Unit: €)	Starting Year (n)	n + 1	n + 2	n + 3	n + 4	n + 5
Cash-flow						
Share capital						
Other capital instruments						
Shareholders loans						
Bank credit and other credit institutions						
Subsidies						
TOTAL						

Profit and Loss Statement

Profit and Loss Statement (Unit: €) (+) → positive value / (-) → negative value	Starting Year (n)	n + 1	n + 2	n + 3	n + 4	n + 5
Sales and services rendered (+)						
Operating subsidies (+)						
Profits/losses in subsidiaries, associated companies and common undertakings (+/-)						
Cost of goods sold and materials consumed (-)						
External supplies and services (-)						
Personnel costs (-)						
Inventories impairment (losses/reversals) (-/+)						
Impairment of accounts receivable (losses/reversals) (-/+)						
Provisions (increases/decreases) (-/+)						
Impairment of non-depreciable/ amortizable investments (losses/reversals) (-/+)						
Fair value increases/decreases (+/-)						
Other operating income (+)						
Other operating expenses (-)						
1 - EBITDA (Earnings before interest taxes depreciation and amortization) (sum of the previous headings)						
2 - Depreciation and amortization (costs/reversals) (-/+)						
3 - Assets impairment (losses/ reversals) (-/+)						
4 - EBIT (Earnings before interest and taxes) (1+2+3)						
5 - Interests and similar income (+)						
6 - Interests and similar expenses (-)						
7 - PROFIT BEFORE TAXES (4+5+6)						
8 - Income tax of the year (-)						
9 - NET PROFIT OF THE YEAR (7+8)						