

Business Plan

-

Guidelines

**Name of the company**

Name of the entrepreneur

Address

E-mail

Website

Logo

Content

[Preliminaries 4](#_Toc3301555)

[1. Information about the company 4](#_Toc3301556)

[2. Management summary 4](#_Toc3301557)

[3. Short history 4](#_Toc3301558)

[4. The project 4](#_Toc3301559)

[5. The social impact of the project 6](#_Toc3301560)

[6. The business model 6](#_Toc3301561)

[7. Market, competition and environment 6](#_Toc3301562)

[8. Marketing strategy: The 5 P’s (Product, Place, Price, Promotion and Personnel) 8](#_Toc3301563)

[9. Team and organisation 8](#_Toc3301564)

[10. The enterprise 9](#_Toc3301565)

[11. Vision, mission and values 10](#_Toc3301566)

[12. The SWOT 10](#_Toc3301567)

[13. Financial 11](#_Toc3301568)

[14. What is the local entrepreneur asking for from OVO? 12](#_Toc3301569)

[15. Further information? 12](#_Toc3301570)

# Preliminaries

This document describes the points that a business plan should cover. It should make clear to the investor what is expected of him/her, what the project is about, who the entrepreneur and his/her customers are, and how the business is organized, as well as give an idea of the financial picture. The social impact and the impact on the development of the region are also very important for Entrepreneurs for Entrepreneurs (OVO).

The business plan sheds light on the position, aims and feasibility of the idea. It provides the external parties with a good picture of the enterprise.

The main division into 14 parts must be respected, without it being obligatory to include all the sub-elements.

## Information about the company

|  |  |
| --- | --- |
| Name |  |
| Website |  |
| Contact person |  |
| E-mail |  |
| Telephone |  |
| Date of incorporation |  |
| Enterprise number |  |

## Management summary

Reading the summary should encourage investors to go further.

You only make this at the end. Short summary of the most important parts of your business plan. Imagine that you have 10 minutes to present your plan and that you have to explain the most important parts in 1 to 2 minutes.

## Short history

What have you already achieved with your company? Give a concise overview of the most important milestones that you have already set after the date of establishment (evolution of your offer, workforce, financial figures ...)

## The project

1. The country:
* Where in the world
* Number of inhabitants
* Surface area (X x Belgium)
* Political stability
* National problems
* Economy
1. The project
* Title, name
* Description
* The essence
* How does this project differ from others?
1. Aim
* Describe your goals in the short term (1 year) and long term (5 years)
* Formulate them SMART
	+ Specific – Is the objective clear?
	+ Measurably – Under which measurable/observable conditions or form will the goal be achieved?
	+ Acceptable – Are these goals acceptable to the target group and/or management?
	+ Realistic – Is the goal achievable?
	+ Time-bound – When do you want to achieve it)

Ex. not "I want to sell more", but "by 2020 I want to get 20% more revenue from B2B sales."

Also view the conclusions from your SWOT and translate them into objectives.

|  |
| --- |
| Short-term objectives (1 year) |
| * …
* …
* …
 |
| Long-term goals (2 to 5 years) |
| * …
* …
* …
* …
 |

1. Process
* Start
* The project activities (sequence)
* What is the current situation?
* The expected end result

## The social impact of the project

1. Social:
* What does this project offer to the local population, region, country and world?
* In terms of development, environment, health, politics, etc.?
1. Economic
* Employment, international
* Fewer outgoings, more revenues?

## The business model

1. Your offer & unique value proposition
* What products or services exactly do you offer?
* Which problem(s) does it solve? What need does it meet?
* How unique is your product or service?
* What advantages does it offer to competitors/substitutes?
1. Customers, channels and customer relationships
* Who are your customers or customer groups? Whose needs fulfil your product/service?
* Who do you have the most to offer compared to the competition?
* Describe them as concretely as possible in customer groups (ex "middle class women between 20-30 without children")
* Which channels do you use for communication, reach, distribution ...?
* How do you keep in touch with your customers and develop relationships?
1. Income and expenses
* What are your most important income streams (per customer group if relevant)?
* What are your most important cost items?
1. Key activities, resources and partners
* How are your products/services created?
* What are your core activities and what do you outsource?
* Which resources do you need?
* Which partners do you work with?
* Provisioning, how is this organized?

## Market, competition and environment

1. Market and market potential
* How does your market look like?
* Target group?
* Who are the customers? Profile?
* Size of the market?
* Where is still market potential
* Which new markets do you want to target?
	+ Description of the local market
	+ Description of the international market
* Feasibility study
* Market study of prices, volumes and turnovers
* Sales strategy
* How are customers going to be recruited?
* The critical success factors
* Which conditions are critical to conquer this market?
1. Competition
* Who are your main competitors/substitutes?
* Who are they? List at least 5
* What is their aim and vision? What do they offer the market?
* What are their strengths and weaknesses?
* What range, quality and price?
* How do you relate to them?
* The competitive advantages, strengths
* How do you differentiate from the competition?
* Is there comparative material?
1. Market analysis: evolution and trends
* What happened in recent years?
* What are trends/evolutions in your environment that can affect your company?
* Think of social, economic, technological, sectoral… trends

## Marketing strategy: The 5 P’s (Product, Place, Price, Promotion and Personnel)

1. Product:
* Product choice: responsibility. Why will this product be successful?
* How do you ensure that your products/services meet the needs of the market as well as possible?
* How is the product differentiated from others?
* What service is being offered?
1. Place:
* Where are the products being offered? Is the market location favourable?
* Why would they sell well there (competitive edge)?
1. Pricing:
* Determination of cost price and sales price, price policy, vision
* What is your price and what is your pricing strategy?
* How do you position yourself on the market?
1. Promotion:
* Where, how and with what will the promotion be carried out?
* How will you maintain customer relationships?
1. Personnel:
* Which skills/competences will you strengthen/attract in your team?

## Team and organisation

1. Short description of the management team
* Education
* Work experience
* Qualities and skills
* …
1. Organigram
* Who is responsible for what?
* How is the team structured?
1. Strengths and points for improvement of the management team
* What experience and knowledge does the management have to make this business a success?
* Which profiles are missing? Which knowhow and skills are still needed?
* How and with whom does the team need to expand?
1. Personnel
* How many people are employed? Direct, indirect?
* Qualifications of the personnel, education
* HR policy
* HR planning, permanent, temporary
* Growth strategy, evolution within the 5 years
* Is there a specific vision? (What personnel are attracted?)

|  |  |  |  |
| --- | --- | --- | --- |
| **Personnel** | 1st year | 2nd year | 3rd year |
| Direct |  |  |  |
| Indirect |  |  |  |

1. Promotors, investors, sponsors, stakeholders
* Who supports the project? How?
* Investors?
* Sponsors?
* How are they communicated with?

## The enterprise

1. General description
* Place, accommodation, company form, start capital, shareholder structure
* What milestones are envisaged for the start-up/expansion of the enterprise?
* Technology
* Production processes
* Work plans (SOP: standard operation procedures)
* Important machines, equipment and technology
* Are these available and can they be maintained?
1. Sales, distribution
* Who looks after sales? How is this organized?
* How are logistics and distribution handled?
1. Permits, insurance
2. Future
* Innovation
* What innovation is envisaged?
* What is done as regards innovation?
* Short- and long-term
* Product innovation, upgrade?
* Market expansion?
* Prospects for growth?

## Vision, mission and values

1. Vision
* Why does the company exist?
* What is the ultimate goal of the company in the long term?
1. Mission

*Very brief description (1-3 sentences)*

* Who are you?
* What do you do?
* Who are your customers?
* What is their problem?
* How will you solve this?
* What makes your solution unique?
1. Values
* Which values do you attach importance to?
* Which ethical/moral codes of conduct do you use in your work?
* How do they shape how you behave internally and to the outside world?
* Give max. 5 and illustrate with an example how you apply them.
* value 1
* value 2
* value 3

## The SWOT

* What are the weaknesses and the strengths of your business?
* What threats and opportunities arise in the external environment?
* What actions are being taken to exploit the strengths and the opportunities against the weaknesses and the threats?
	+ Does an adjustment of the mission, the organizational model and/or the vision appear desirable?
	+ Which operational objectives are required?
* The "SWOT" is not mandatory, but it does provide insight and clarity.

|  |  |
| --- | --- |
| STRENGHTS | OPPORTUNITIES |
| * *1*
* *2*
* *3*
* *4*
* *5*
 | * *1*
* *2*
* *3*
* *4*
* *5*
 |
| WEAKNESSES | THREATS |
| * *1*
* *2*
* *3*
* *4*
* *5*
 | * *1*
* *2*
* *3*
* *4*
* *5*
 |

## Financial

*See also template ‘Financial plan’ that OVO can provide*

1. The investment plan: Summary of all planned investments
* Basic figures, scope of the projects
* What investments are required? What budgets?
* Now
* In the future, growth prospects
* Substantiation for the figures

|  |  |  |  |
| --- | --- | --- | --- |
| **Investment plan** | **1st year** | **2nd year** | **3rd year** |
|   Investments, assets |  |  |  |
|   Working capital |  |  |  |
|  ….. |  |  |  |

1. The financial plan
* How is it intended to fund the plan?
* Basic figures: income, outgoings, profit, ROI, break-even, cash flow
* The requirement for money, substantiation
* What will the co-investors' money be used for?
* Financial feasibility study

|  |  |  |  |
| --- | --- | --- | --- |
| **Financial plan** | **1st year** | **2nd year** | **3rd year** |
| Contribution by local enterprise |  |  |  |
| Local bank loans, interest rate |  |  |  |
| Loans from abroad, interest rate |  |  |  |
| Grants |  |  |  |
| **Total** |  |  |  |
| Income |  |  |  |
| Outgoings |  |  |  |
| Gross profit |  |  |  |
| **Net profit** |  |  |  |
| **ROI, break-even** |  |  |  |
| **Cash flow** |  |  |  |

1. How is the financial plan monitored?
* Showing the plans in graph form makes everything much clearer.
* Business ratios
* The cash flow analysis is very important

## What is the local entrepreneur asking for from OVO?

1. Financial
* The capital needed for this enterprise is XXX euro
* The entrepreneur will him/herself contribute X % of this capital
* He/she is looking for co-investors, loans, or other forms of capital contribution.
* The investment plan must show what the co-investors' money will be used for.
1. Coaching
* Demand for expertise: technical, financial, marketing, etc.

## Further information?

Further information, such as updates and additional details, should be directed to Nathalie Schots, Team Projects Coordinator (Nathalie.schots@ovo.be).