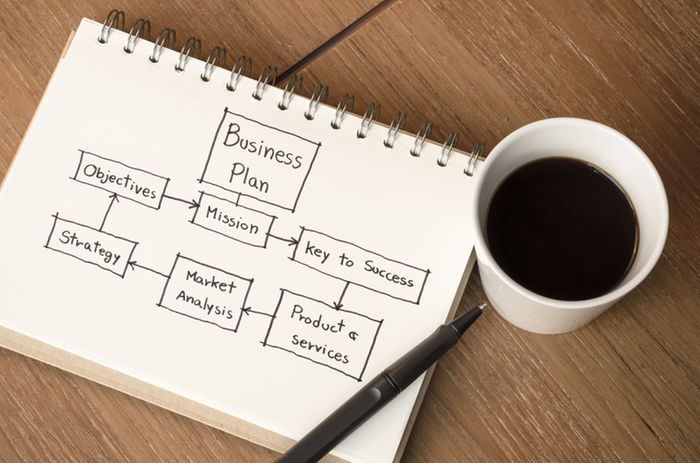


Business Plan

Template



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# Introduction

This document represents a template for the HR&S Partner Business Plan. Each partner fills it in and discusses it with the HR&S representative and then a decision is taken on how work tasks, responsibilities and benefits shall be shared.

Workshops are also offered by HR&S on developing a Business Plan using this template as the workshop material. The entrepreneur brings her draft Business Plan to the workshop and work sessions are offered where the Business Plan is strengthened.

The HR&S business plan template contains the below sections:

1. Written pitch
2. Vision
3. Business Model Summary
4. Business Model Details

4.1 Value proposition

4.2 Customer Segments

4.3 Distribution Channels

4.4 Customer Relationships

4.5 Revenue

4.6 Key Partners

4.7 Key Activities

4.8 Key Resources

4.9 Costs

5. The team

6. Risk analysis

7. Implementation plan

8. Cash flow budget

9. Income statement budget

10. Budgeted financial statements

# Business plan

## Written pitch

*A pitch is a short presentation of your product, service or organization and its purpose is to convince the recipient of something, such as that our solution to each problem is the best. We describe our business idea, in short, so that anyone who reads our entry can quickly get an overview of what it contains. We may want to use the structure called NABC (Need, Approach, Benefits per cost, Competition).*

* *Start by describing the problem or need we have identified.*
* *Then we describe our idea briefly.*
* *Then its benefits, our solution might be more effective than competitors or cheaper to produce?*
* *End the pitch with a brief description of the options to our solution.*
* *And then an invitation to the reader, what do we want the reader to do when reading our pitch? Do we want the reader to invest in our company or perhaps try our product?*

*We try to catch the interest of the reader in the introduction of our pitch, if possible we try to engage the reader's thoughts and feelings by delivering both touching stories and facts.*

## Vision

* *What is the vision?*
* *Why are we doing this?*
* *Which is the solution to the identified challenge?*
* *What goals do we want to achieve?*
* *Where do we see our organisation/company in 5-10 years*
* *In addition to the market and use we envision for your product / service right now, are there any other potential markets and uses for our product / service in the future?*

#### What is the vision?

Text

#### Why are we doing this?

Text

#### Which is the solution to the identified challenge?

Text

#### What goals do we want to achieve?

Text

#### Where do we see our organisation/company in 5-10 years

Text

#### In addition to the market and use we envision for your product / service right now, are there any other potential markets and uses for our product / service in the future?

Text

## Business Model Summary

*Business Model Canvas (BMC) is a model and a tool that is used to create an overview of our business model. We shall think through your business idea and describe the essence of our idea with a few short sentences in each box to keep track of how everything is connected. A template is available; please find the template in the appendices.*

Text

## Business Model Details

The business model consists of nine different areas[[1]](#footnote-1).

4.1 Value proposition

4.2 Customer Segments

4.3 Distribution Channels

4.4 Customer Relationships

4.5 Revenue

4.6 Key Partners

4.7 Key Activities

4.8 Key Resources

4.9 Costs

### 4.1. Value proposition

* Please describe what problem or need we solve with our idea and   
  why it is important for our customer to get this solved.
* What makes our solution unique?   
  Include the concept, product, service, business model, etc.
* Describe the benefit for the customer to use our product / service.  
  Express it in terms of money, time, convenience, quality improvements, etc.
* Described our competitors’ products / services and why the customer should buy our product / service over our competitors’.
* Described how we are going to protect our product / service.

Described how we are going to create competitive advantage.

Address industrial designs, patents, rate of innovation, design, marketing, etc.

* Described if there are any patents or legal protection that prevents us from selling our product / service to customers?
* Explain whether our product is fully developed?   
  If not, how much time and capital would be required to create a salable product / service?
* Described in what aspects our company will be environmental and socially sustainable?

#### What problem or need do we solve with our idea Why it is important for our customer to get this solved.

Text

#### What makes our solution unique? Include concept, product, service, business model, etc.

Text

#### The benefit for the customer to use our product / service. Express it in terms of money, time, convenience, quality improvements, etc

Text

#### Described our competitors’ products / services and why the customer should buy our product / service over our competitors’.

Text

#### Described how we are going to protect our product / service. Address industrial designs, patents, rate of innovation, design, marketing, etc. Described how we are going to create competitive advantage.

Text

#### Described if there are any patents or legal protection that prevents us from selling our product / service to customers?

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#### Explain whether our product is fully developed? If not, how much time and capital would be required to create a salable product / service?

Text

#### Described in what aspects our company will be environmental and socially sustainable?

Text

### 4.2 Customer Segments

* Please describe our first customers? How many are they? What do they think about our offer?
* Please describe our customers in detail. Include if relevant; age, gender, country, culture, religion, language, income, lifestyle, values, purchasing behavior, personality, etc.
* How are we going to reach our customers?
* Have we verified that our customers are interested in the solution we are offering to their problem or need? How did we go about to find this out?
* Try to estimate how much money our customer could spend on our product / service. What do we base this number on?
* Describe our potential market. Include size, growth prospects, trends and developments, etc.

#### Describe our first customers? How many are they? What do they think about our offer?

Text

#### Describe our future customers?

Text

Describe our customers in detail.   
Include if relevant; age, gender, country, culture, religion, language, income, lifestyle, values, purchasing behavior, personality, etc.  
Text

#### How are we going to reach our customers?

Text

#### Have we verified that our customers are interested in the solution we are offering to their problem or need? How did we go about to find this out?

Text

#### Try to estimate how much money our customer could spend on our product / service. What do we base this number on?

Text

#### Compilation of customer Segments



|  |  |  |
| --- | --- | --- |
| **Donations, Activity** | **Cost, MSEK** | **Comment** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

#### Describe our potential market, our future customers. Include size, growth prospects, trends and developments, etc.

Text

### 4.3 Distribution Channels

* Where and how will we sell our product / service? Address physical options, digital, etc.
* How are we going to deliver our value proposition to our customers?
* Are there any barriers of entry that might exist on the market? If so how would we overcome them?

#### Where and how will we sell our product / service? Address physical options, digital, etc.

Text

#### How are we going to deliver our value proposition to our customers?

Text

#### Are there any barriers of entry that might exist on the market? If so how would we overcome them?

### 4.4 Costumer Relationships

* How are we going to get customers?
* What it will require to establish and maintain a relationship with our customers?   
  Include time, money, resources, etc.
* How will our customer know about our organisation/company and what we are offering?
* How will we get the customer to buy our product / service?
* How are we going to differentiate our offer from our competitors?   
  Will we compete with technology, design, service, availability, price, etc.?   
  Does our organisation/company have better sustainability benefits?
* Once we have customers, how will we retain them in the long run?

#### How are we going to get customers?

Text

#### What it will require to establish and maintain a relationship with our customers? Include time, money, resources, etc.

Text

#### How will our customer know about our company and what we are offering?

Text

#### How will we get the customer to buy our product / service?

Text

#### How are we going to differentiate our offer from our competitors? Will we compete with technology, design, service, availability, price, etc.? Does our company have better sustainability benefits?

Text

#### Once we have customers, how will we retain them in the long run?

Text

### 4.5 Revenue

* How will we make money on our idea?   
  Where will we get the money from?   
  Include direct sales, distributors, advertising sales, service agreements, licensing, franchising, subscriptions, etc.
* In what quantity do we expect to sell your product / service?   
  When will we sell your product /service?
* What price will our customers pay for our product / service?   
  How did we come up with that price?

#### How will we make money on our idea? Where will we get the money from? Include direct sales, distributors, advertising sales, service agreements, licensing, franchising, subscriptions, etc.

Text

#### In what quantity do we expect to sell your product / service? When will we sell your product /service?

Text

#### What price will our customers pay for our product / service? How did we come up with that price?

Text

### 4.6 Key Partners

* Who are the collaborations and partners that are important for our organisation/company?   
  Include suppliers, distributors, manufacturers, advertising agencies, retailers, etc.
* Which are the important resources we get access to from our key partners?   
  Include personnel, material, knowledge, patents, etc.
* Have we described how we will initiate a relationship with potential partners?
* Have we evaluated our collaborations / partnerships from an ethically, socially, environmentally and economically sustainable perspective?

#### Who are the collaborations and partners that are important for our organisation/company? Include suppliers, distributors, manufacturers, advertising agencies, retailers, etc.

Text

#### Which are the important resources we get access to from our key partners? Include personnel, material, knowledge, patents, etc.

Text

#### Have we described how we will initiate a relationship with potential partners?

Text

#### Have we evaluated our collaborations / partnerships from an ethically, socially, environmentally and economically sustainable perspective?

Text

### 4.7 Key Activities

* Please present the key activities that we and our team need to be really good at in order to create and deliver our value proposition to our customer. Include manufacturing, product development, logistics, sales, outsourcing, software development, design, customer service, etc.

#### Present the key activities that we and our team need to be really good at in order to create and deliver our value proposition to our customer. Include manufacturing, product development, logistics, sales, outsourcing, software development, design, customer service, etc.

Text

### 4.8 Key Resources

* Please describe the most important resources needed to create and deliver our product / service? Include personnel, website, social media, computers, IT and other physical infrastructure, buildings, office space, vehicles, patents, trademarks, etc.
* Do our distribution channels require specific resources?

#### Describe the most important resources needed to create and deliver our product / service? Include personnel, website, social media, computers, IT and other physical infrastructure, buildings, office space, vehicles, patents, trademarks, etc.

Text

#### Do our distribution channels require specific resources?

Text

### 4.9 Costs

* Which are our biggest costs during the start-up?  
  Which are our biggest costs when our company is up and running?   
  Please rank the expected costs in order of size.
* Will the company need capital in the first year and how do we plan to finance this?
* Please describe our calculations in this business plan.   
  What assumptions have we made in your calculations?

#### Which are our biggest costs during the start-up? Which are our biggest costs when our company is up and running? Please rank the expected costs in order of size.

##### Start-up

Text

##### When up and running

Text

#### Will the company need capital in the first year? If so how do we plan to finance this?

Text

#### Describe our calculations in this business plan. What assumptions have we made in your calculations?

##### Start-up



## 5. The team

* Please describe the team members, their role and what relevant experiences they have.  
  Why will our team be successful with this idea?
* Does our team lack specific experience or knowledge?   
  If so how do we plan is to get access to this specific experience or knowledge?
* What motivates us?   
  Why are we and our team doing this?

#### Describe the team members, their role what relevant experiences they have.

Text

#### Why will our team be successful with this idea?

Text

#### Does our team lack specific experience or knowledge? If so how do we plan is to get access to this specific experience or knowledge?

Text

#### What motivates us? Why are we and our team doing this?

Text

## 6. Risk analysis

* Have we received any indication that customers are willing to pay for our product / service?
* Please described and evaluated the risks concerning the different parts of our business model that could jeopardize the success of our organisation/company including technical, economical, market, personnel, environmental barriers and other constraints.
* Present how we will manage these risks and minimize their impact?   
  We use scenarios to describe our plans, when possible.

#### Have we received any indication that customers are willing to pay for our product / service?

Text

#### Described and evaluated the risks concerning the different parts of our business model that could jeopardize the success of our company including technical, economical, political market, personnel, environmental barriers and other constraints.

Text

#### Present how we will manage these risks and minimize their impact? We use scenarios to describe our plans, when possible.

Text

## 7. Implementation plan

Create an implementation plan with activities and milestones.

* Who is responsible for what? How? And when?

#### Who is responsible for what? How? When?

Text

## 8. Cash flow budget

A cash flow budget is an estimate of all cash receipts and all cash expenditures that are expected to occur during a certain time period, for example a year. Cash flow budgeting looks only at money movement, not at net income or profitability.

* Please describe our cash flow budget and explain the numbers and the assumptions we have based our calculations on.

#### Describe our cash flow budget.

#### Explain the numbers and the assumptions we have based our calculations on.

Text

*A template is available. Please customize and adapt the template provided to reflect your specific business since no two budgets are the same.*

## 9. Income statement budget

An income statement for a business reports its earnings and expenses for a given period of time, for example a year. It is a predicted income statement for a future period of time.

* Please describe our income statement budget and explain the numbers and the assumptions we have based our calculations on.

#### Describe our income statement budget.

#### Explain the numbers and the assumptions we have based our calculations on.

Text

*A template is available. Please customize and adapt the template provided to reflect your specific business since no two budgets are the same.*

## Budgeted financial statements

Budgeted financial statements are compiled from the annual budgeting model of a business. They are useful for estimating the financial results, financial position, and cash flows of a business as of various dates in the future. They are particularly useful when creating a new budget model, since one can view the impact of adjustments to the budget model on the budgeted financial statements. The management team then goes through several iterations of the budget model to bring the financial statements into line with its expectations and what the business is financially and operationally capable of achieving.

Budgeted financial statements are usually limited to a summary-level income statement and balance sheet, and are compiled within the budget model. Once finalized, the budget information is carried over into the budget field for each line item in the financial statements within a company's accounting software. The result is "budget versus actual" financial statements, usually accompanied by a column containing a variance between the budget and actual columns. In most businesses, this reporting format is confined to the income statement; there is no "budget versus actual" report for the balance sheet. The accounting staff then examines the reasons for the reported differences, and includes the results of its investigations for the more material variances in a report that accompanies the financial statements.

A business that does not produce an annual budget does not have budgeted financial statements. However, if it instead uses a short-range forecast, this forecast can be used to create forecasted financial statements, probably just for the next few months or quarters.

#### Describe our budgeted financial statement.

#### Explain the numbers and the assumptions we have based our calculations on.

Text

*A template is available. Please customize and adapt the template provided to reflect your specific business since no two budgets are the same.*

1. After we have filled in our Business Model Canvas (BMC) , we can easily go through the description of what we are offering and see what assumptions we have made. Since reality rarely matches exactly the assumptions written down on paper, we can now use our completed BMC to formulate hypotheses which we can then test, and we can modify our BMC depending on what the tests show. If our description of our offer in a BMC for example contains: ”My offer is the use of umbrellas that provide shade on the beach” a possible testable hypothesis could be; “Shadow is something we request on the beach” and “Umbrellas are the best way to provide shade on the beach”. Do our potential customers agree with us or are there things we haven’t thought about? [↑](#footnote-ref-1)