**Cover sheet**

* Title of your business plan
* Name(s) and contact information
* Date and place
* Style your business plan in your corporate design

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# Executive Summary

**Executive Summary**

Describe the following points in this chapter:

* Product/service
* Customer benefit
* Relevant markets
* Company
  + Name
  + Legal form
  + Date of incorporation
  + Founder(s): name, background, competences, ownership structure
* Turnover and P&L development
* General investment needs (if any)
* Length: 1-2 pages

# Product / Service / Business idea

**Product / Service / Business idea**

Describe the following points in this chapter:

* Describe your product or service / idea
  + Provide an overview so that the reader of the business plan understands what your business plan will be about
  + Provide a more detailed description of the product or idea in the marketing chapter
* Short description of customer benefit / USP
* Status of development
  + Is your product just an idea or does it already exist as a prototype, test version, etc. or final product?
* Protection against imitation
  + Is there any possibility to protect your product (e.g. patents, etc.)?

# Company:

**Company**

Describe the following points in this chapter:

* Company name
* Legal form
* Date of incorporation
* Registered office
* Short description of the founder(s)
* Ownership structure
* Short description of the management team
* Key cooperation partners (if any)
* Key people (if any)
* Company objectives

# Market analysis

## Company environment

**Company environment**

Describe the following points in this chapter:

* Trends and developments that affect your business
* Own observations (if any)
* You could also conduct a STEEP Analysis
  + Social-cultural and demographic developments and trends
  + Technological developments and trends
  + Economic developments and trends
  + Environmental developments and trends
  + Political developments and trends

## Competition

**Competition**

Describe the following points in this chapter:

* Who are your competitors (direct and indirect)?
* What do they offer?
* What are your competitors’ price level(s)
* Quality level(s) and technical standards of competitors’ products / services
* Strengths and weaknesses
* Market shares (if known)
* Threat of new competitors entering the market
* Threat of substitutes
* Expected product innovations
* What might be your competitors’ responses to your market entry?

## Suppliers

**Suppliers**

Describe the following points in this chapter:

* Quality of suppliers’ products/services
* Service (customer support, hotline, etc.)
* Delivery time
* Prices and payment terms
* Dependency
* Alternative suppliers

## Target Group(s)

**Target group(s)**

Describe the following points in this chapter:

* Are your potential customers consumers (B2C) or organizations (B2B)?
* Characteristics of your target group(s)
* Buying motives
* Target group(s) size
* Market potential
* Derive sales estimate

# Marketing

## Product / Service

**Product / Service**

Describe the following points in this chapter:

* Product description in detail (Characteristics, variants, packaging, etc.) or
* the service and the physical evidence in detail
* Production process or service creation process

## Price

**Price**

Describe the following points in this chapter:

* Explain your price calculation
* State if your prices include VAT (relevant for B2C) or exclude VAT
* State any payment terms, discounts and conditions
* Comparison with competitors' prices if you have not provided a price comparison in the competitors’ chapter yet

## Distribution

**Distribution**

Describe the following points in this chapter:

* Your sales channels
* Your sales strategy
* Your location analysis, if necessary (e.g. for restaurants, shops, etc.)

## Promotion

**Promotion**

Describe the following points in this chapter:

* Your marketing activities
* Marketing plan: Timing and costs of your marketing activities

# Organisation

**Organisation**

Describe the following points in this chapter:

* Who is responsible for what in your company? (Key activities and positions)
* Do you have the necessary knowhow in your company?
* Are there any special qualifications you need in the company?
* Partners, if any
* Provide an estimate of the personnel costs, if any
* Organisation chart, if meaningful

# Milestones

**Milestones**

Describe the following points in this chapter:

* Show where you are in the process and
* what still needs to be done (significant events) to found your company
* and any other important milestones in the following years

# Risks and opportunities / SWOT

**Risks and opportunities**

Describe the following points in this chapter:

* SWOT analysis of your company
* How do you deal with the identified weaknesses and risks?
* What developments do you need to pay particular attention to?
* Where could you change your plans?
* Deduct assumptions for scenarios
  + worst case scenario
  + and best case scenario

# Financials

**Financials**

Describe the following points in this chapter:

* Investments
* Sales and turnover planning
* Cost structure
* Profit and loss account
* Balance sheet
* Liquidity planning/cash flow
* Capital requirements (if any)

## Investments

**Investments**

Investments might comprise the following:

* Property (purchase price, costs for real estate agents, etc.)
* Investments in buildings (new buildings, adaptations, security deposits, etc.)
* Furnishings (office equipment, machines, tools, etc.)
* Vehicles
* Initial warehouse inventory (raw materials, goods, etc.)
* Startup costs
  + Incorporation costs (registration fees, notary, lawyer, tax adviser, etc.)
  + Ongoing costs during startup phase until adequate turnover is achieved (rent, advertisements, wages, etc.)

## Sales and turnover planning

**Sales and turnover planning**

Describe the following points in this chapter:

* Explain and state your sales estimate for the first 3-5 years
* Explain and state your turnover planning for the first 3-5 years

## Cost structure

**Cost structure**

Describe the following points in this chapter:

* Explain and state your cost structure for the first 3-5 years
* You need not explain any costs which you have already stated and explained in previous chapters

## Profit and loss account

**Profit and loss account**

Describe the following points in this chapter:

* State your profit and loss account
* Explain the items which you have not yet described in previous chapters

## Balance sheet

**Balance sheet**

Describe the following points in this chapter:

* State your balance sheet
* Explain the items which you have not yet described in previous chapters

## Cash flow

**Cash flow**

Describe the following points in this chapter:

* State your liquidity planning/cash flow
* Explain your liquidity planning/cash flow

## Capital requirements

**Capital requirements**

Describe the following points in this chapter:

* If you need funding, explain how much.
* Where do you need funding from? Subsidies, investor, bank, etc.?

# Appendix

**Appendix**

You could include the following in this chapter:

* CVs of founder(s) or key person(s)
* Details of market research
* Detailed calculation of the financials
* Any other additional information which might be of interest