

iMDE: international Market-Driven Engineering

LECTURE 6: Business Plan

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LUND UNIVERSITY

The Business Model Canvas

Designed for:

Memoire

Designed by:

Jorian Fe

On: / /

Iteration: 1

Key Partners



Who are our key partners?
Who are our key suppliers?
Which key resources are we acquiring from partners?
Which key activities do partners perform?

Key Partnerships

Our users: they tell us how our product should work

Publishers: Our White Label solution is tailor made to their needs

Developers: They make use of our platform

Key Activities



What key activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

Key Activities

Build the core platform around items of information. Nature our user base for feedback and usage

Key Resources



What key resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

Key Resources

Strong engineering and product development team.

Strong publisher relationships.

Value Propositions



What value do we deliver to the customer?
Which need of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer segments are we addressing?

Value Propositions

Publishers

- Reader retention

B2C users

- Available everywhere in information.

B2B users

- Collaboration on research → promise to save time

Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which types have we established?
How are they integrated with the rest of our business model?
How costly are they?

Customer Relationships

Publishers

- Close relationship to co-developers solution

B2C

- Top relationship focused on support

Channels



Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

Channels

Publishers

- B2B sales with personal contact
- B2C audience partnership, self service on site.

Customer Segments



For whom are we creating value?
Who are our most important customers?

Customer Segments

Overall we always address the same user:

Information worker with a desire to get his/her unstructured information under control. ~~and work~~ ~~close together~~

Cost Structure

What are the most important costs involved in our business model?
Which key resources are most expensive?
Which key activities are most expensive?

Cost Structure

Cost Structure

- Personal costs (fix)
- Platform operation (variable)
- B2B sales

Revenue Streams

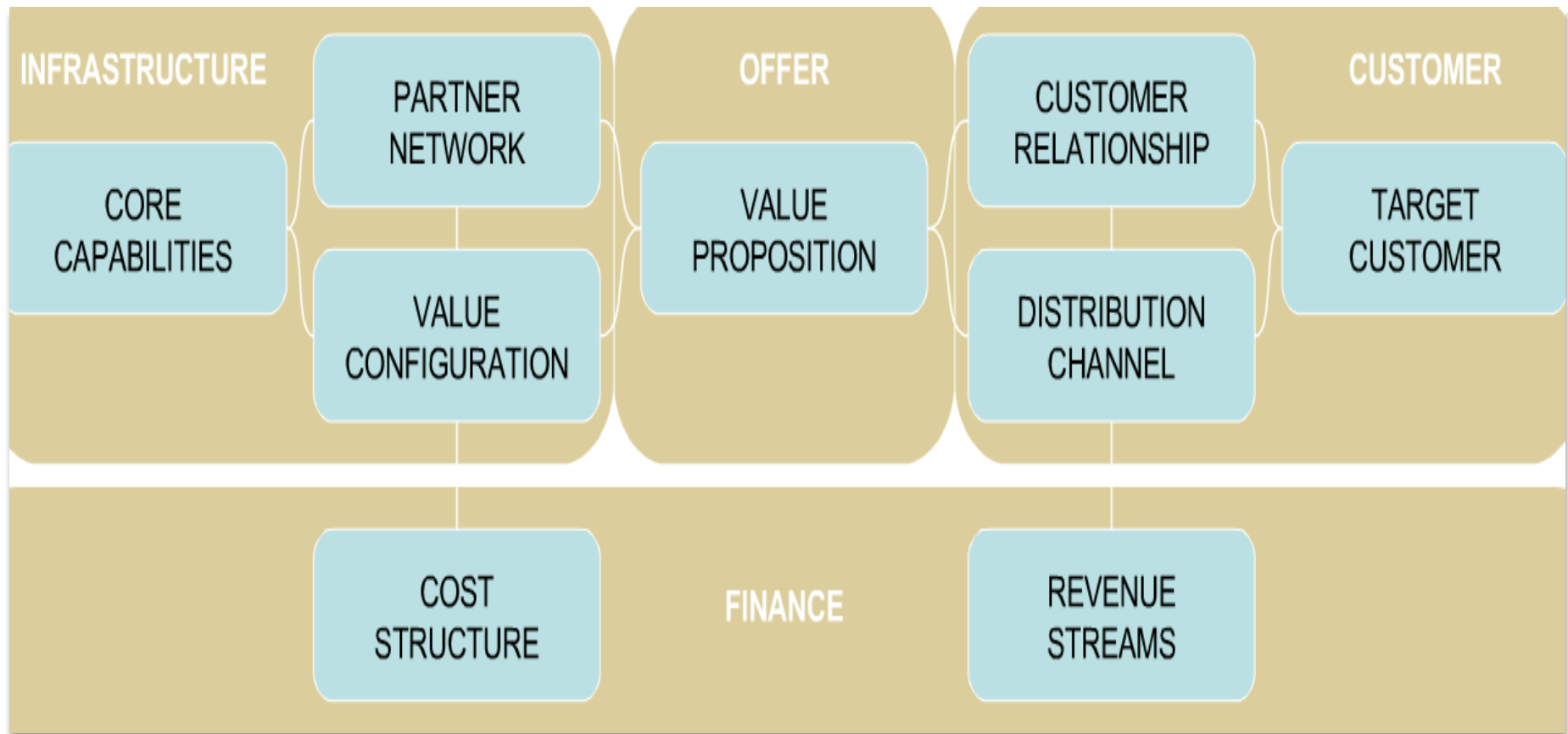
For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to total revenues?

Revenue Streams

Revenue Streams

Willing

- Publishers; Reader retention
- Users Everywhere everywhere availability of information.
- Current
- Publishers: first & third party
- Users: Solidarity, usage limit



What is Business Plan?

- It's a document that convincingly demonstrates that your business can sell enough of its product or service to make a satisfactory profit and be attractive to potential backers
- It is a selling document
- The business plan is all but: abstract, uninformative, theoretical or mysterious



Who need to write a business plan?



Who Needs to Write/See the Business Plan?

- Most banks loaning money, especially if the business does not have a track record
- Farmers, to insure they have considered everything
- Investors or partners who have some doubts about your abilities/integrity
- Highly required or important potential employees
- Anyone wondering if they should take the risk

Goals of Business Plan



- 1) consider important aspects and decide whether to “go or no go”
- 2) initial planning document for a new business
- 3) serves as a tool to communicate the idea of the new venture to potential investors, bankers, key employees
- 4) serves as a record to monitor and compare results

Issue with the goal

- The real goal is **to convince!**
- Who are you convincing? Yourself!
- Once you convince yourself, the rest of the journey is “downhill”



A Sound Business Plan can act as

- **A reality check.**
 - In order to write it, you have to take an objective, critical, unemotional look at your business project in its entirety.
- **A performance tool.**
 - As an operating tool to help you to manage your business and work effectively towards its Success.
 - Your business plan will allow you to set realistic goals and objectives for your company's performance, and, if maintained, will also provide a basis for evaluating and controlling the company's performance in the future.

A Sound Business Plan can act as

- **A message sender (communication).**
 - Readers: employees, outside directors, lenders, and potential investors
 - Provides a way to communicate your operations, goals, and business philosophy to personnel, suppliers and your other business contacts.
- **A motivation tool.**
 - One way for you and audiences to well understand your business now and in the future.

A Sound Business Plan can act as

- **A management development tool.**
 - Putting together your business plan will help you develop as a manager as it get you practice the art of thinking and finding solutions.
 - Helping you think through all the nuisances of your business, whether its about competitive conditions, promotional opportunities, or situations that are or may be beneficial or harmful to your business will help you become more equipped for the trials and tribulations of running a business.
- **A road map.**
 - Give you and your employees the roadmap to follow in guiding your business through good and bad times.
 - The preparation of a written business plan is not the end-result of the planning process. The realization of that plan is the ultimate goal.
 - For an established business it demonstrates that careful consideration has been given to the business's development, and for a start-up it shows that the entrepreneur has done his or her homework.

Next Questions

- Which type of plan is best for you?
- What should the plan look like?
- How should it be arranged?
- What should be included in each section?
- How long should it be?

Three Fundamental Types of Plans

- First Type: **The Summary Plan**
 - contains only the most important information about a business and its direction
 - 10-15 pages, concise, terse in style
 - business strategy stated in one sentence
 - works best when applying for a loan, if you are well-known, not seeking funding from other investors, need money quickly

Three Fundamental Types of Plans

- Type 2: **the Full Business Plan**
 - standard issue, 30-50 pages in length
 - from 10-30 pages of support documentation
 - I.e., resumes, letters of support, promotional materials
 - introduction detailed, explanatory
 - works best when you want to explain key issues fully, looking for a lot of money, looking for a strategic partner

Three Fundamental Types of Business Plans

- Type 3: **the Operational Business Plan**
 - internal planning document of an operational company
 - usually much longer because it takes more time to describe ongoing business
 - more history, products, people
 - heavy on the quantitative analysis
 - meant to inspire managers, best for fast-growing company, gives order to growth
 - used as part of an annual review

Write a Business Plan





Who is the audience of your business plan?

A plan needs to be written in a different method according to the targeted audience!!

A business plan should answer:

- Are you ambitious? Can you build a business?
- Do you have the skills to build the product or service?
- Can you already demo the product?
- Have you worked out how to monetize the product?
- How much investment capital do you need?
- Do you have a revenue forecast?
- How long will it take to reach profitability?

Typical questions addressed by a business plan for a start up venture

- What problem does the company's product or service solve? What niche will it fill?
- What is the company's solution to the problem?
- Who are the company's customers, and how will the company market and sell its products to them?
- What is the size of the market for this solution?
- What is the business model for the business (how will it make money)?
- Who are the competitors and how will the company maintain a competitive advantage?
- How does the company plan to manage its' operations as it grows?
- Who will run the company and what makes them qualified to do so?
- What are the risks and threats confronting the business, and what can be done to mitigate them?
- What are the company's capital and resource requirements?
- What are the company's historical and projected financial statements?



Various Parts of the Business Plan

- 1) Cover page
- 2) Executive summary - small version of BP
- 3) Market analysis – where you work?
- 4) Company description - what's your identity?
- 5) Marketing issues - who are the buyers?
- 6) Product/services issues: What are you selling?
- 7) Sales and promotion: How will you sell?
- 8) Financial issues



TABLE OF CONTENTS

1. EXECUTIVE SUMMARY
2. OPERATIONAL ENVIRONMENT
 - 2.1. REGIONAL ANALYSIS
 - 2.1.1. Overview of Greater Halifax
 - 2.1.2. Economic Snapshot of Halifax and Trends
 - 2.1.3. Greater Halifax as a Hub City
 - 2.2. KEY PLAYERS, LEADERS AND PRIMARY ORGANIZATIONS
 - 2.2.1. Public sector Investment
 - 2.2.2. Strategic Partnerships
 - 2.2.3. Private Sector Investment
 - 2.3. ECONOMIC GROWTH – OPPORTUNITIES
3. ORGANIZATIONAL EFFECTIVENESS
 - 3.1. Staff
 - 3.2. Governance – Board of Directors
4. STRATEGIC INITIATIVES AND EVALUATION
 - 4.1. Strategies for Success – HRM'S Five Year Economic Strategy
 - 4.2. Setting Priorities
 - 4.3. Performance Evaluation Framework Overview
 - 4.4. Organizational Business Strategies and Evaluation Framework (Logic Models)
5. OPERATING BUDGET

APPENDICES

- A. ORGANIZATIONAL OVERVIEW
- B. 2010-11 MARKETING AND COMMUNICATIONS PLAN
- C. SUMMARY OF MAJOR ACCOMPLISHMENTS – 2009-10
- D. 2009-10 THIRD QUARTER FINANCIAL STATEMENTS



Part 2: Executive Summary

- Stands alone as a business plan within a business plan
- logical, clear, interesting and exciting
- requires less than 4 minutes to read
- no more than 2 pages (so that's what they're up to!)
- not an abstract, introduction, preface, random collection of highlights
- it's the BP in miniature

If You Are a Startup or New Business

- Focus on your experience and background as well as the decisions that led you to start this particular enterprise.
- Demonstrate that you have done thorough market analysis. Include information about a need or gap in your target market, and how your particular solutions can fill it. Convince the reader that you can succeed in your target market, then address your future plans.
- Remember, your Executive Summary will be the last thing you write. So the first section of the business plan that you will tackle is the Market Analysis section.

The Better Executive Summary

- Explains why the timing is right for the company to be formed
- Establishes its strategy
- Explains how it will compete effectively, concise, to the point
- Emphasizes marketing aspects
- Positive in nature, says what a prospective investor wants to hear
- Synthesizes talents of team; written, re-written

Part 3: Market Analysis

- **Industry Description and Outlook** – Current and future trends of your industry, the major customer groups within your industry.
- **Information About Your Target Market** – Narrow your target market to a manageable size. Include the following information about your market:
 - **Distinguishing characteristics** – What are the critical needs of your potential customers? Are those needs being met? What are the demographics of the group and where are they located? Are there any seasonal or cyclical purchasing trends that may impact your business?
 - **Size of the primary target market** – the size of your market, the annual purchases your market, the forecasted market growth for this group
 - **How much market share can you gain?** – What is the market share percentage and number of customers you expect to obtain in a defined geographic area? Explain the logic behind your calculation.
 - **Pricing and gross margin targets** – Define your pricing structure, gross margin levels, and any discount that you plan to use.

Part 3: Market Analysis

- **Competitive Analysis** –identify your competition by product line or service and market segment.
 - Market share
 - Strengths and weaknesses
 - How important is your target market to your competitors?
 - Are there any barriers that may hinder you as you enter the market?
 - What is your window of opportunity to enter the market?
 - Are there any indirect or secondary competitors who may impact your success?
 - What barriers to market are there (e.g., changing technology, high investment cost, lack of quality personnel)?
- **Regulatory Restrictions** – Include any customer or governmental regulatory requirements affecting your business, and how you'll comply. Also, cite any operational or cost impact the compliance process will have on your business.

Part 4: Company Description

- Asks: What is your company's identity?
 - Every company has an underlying philosophy and logic (examples):
 - decentralization of decision-making
 - interest in funding expansion of the company via earnings as opposed to outside investment
- ➔ help readers and potential investors quickly understand the goal of your business and its unique proposition

What are included?

- your business and the marketplace needs
- how your products and services meet these needs.
- the specific consumers, organizations or businesses that your company serves or will serve.
- the competitive advantages
- your strategy
- organizational structure

Assessing the Competition

- No businesses are carried out in a vacuum
- if there is no apparent competition, do not take that as a good sign
- maybe the market isn't receptive
- maybe you need to look deeper
- your competitor may not be another business, but another way of doing it
- list your competitors and their weaknesses + strengths
- how will you stay ahead of competition?

A large number of blue puzzle pieces are scattered across a wooden surface. The pieces are of various shades of blue and are in different orientations, some overlapping and some separate. The wooden surface has a warm, brown tone and a visible grain. The puzzle pieces are scattered across the entire frame, with a higher density in the foreground and middle ground, and a more sparse distribution towards the background. The lighting is soft and even, highlighting the texture of the wood and the smooth surface of the puzzle pieces.

Strategy Matching

Four Principle Strategy Issues

- 1) **overall company strategy**: overall approach to producing and selling products and services, goals for maximizing success, what is your guiding principle?
- 2) **mission statement**: a statement that encapsulates your company's values and overall purpose in life
- 3) **technology/information assessment**: ability to use technology and manage information
- 4) **management team**: who determines and implements strategy (must have credibility)

3) Technology/Information Assessment

- Greater or higher technology allows small companies to compete on an even playing field with larger ones
- used to achieve competitive advantages
- with proper technology, customers can be serviced more quickly and efficiently than competitors
- technology must be integrated into the company's most important operations
- examples?

4) The Management Team

- This is the critical link in making the strategy section believable
- quality of the management team should speak for itself because people are the key to determining success
- two most common problems: one-man-band syndrome, everyone from same background
- hard to expand if you have a dictator
- successful management teams require diversity of training and expertise

Management Team Suggestions

- 1) emphasize real-life business accomplishments
- 2) academic accomplishments only hold value for technology businesses
- 3) identify evidence of special knowledge and creativity
- 4) make the most of your human resources:
describe all team members in positions of authority
- 5) describe your board of directors

Part 5: Marketing Issues (Who are the Buyers?)

- Everyone engages in marketing, whether they believe it or not
- obtaining clients through referrals and word of mouth is still marketing
- ***marketing:***
 - identifying your customer prospects and determining how best to reach them (this is a BP-style definition)
 - Process of creating your customers (SBA.gov)
- now-a-days marketing is not selling or promoting
- selling and promoting are the implementation of the marketing plan

Marketing strategy

- A market penetration strategy.
- A growth strategy. E.g.: an internal strategy such as how to increase your human resources, an acquisition strategy such as buying another business, a franchise strategy for branching out
- Channels of distribution strategy. distribution channels, distributors, or retailers.
- Communication strategy. How are you going to reach your customers?

Emphasize the Best Benefits

- “**best benefits**” are those that make people feel better or fill their wallets
- benefit 1: **convenience**
- products and services that save people time can often charge more
- benefit 2: **added value**
- important, no matter how simple
- if product is boring, you must figure out ways to add value
- benefit 3: **saving both time and money**
- example: purchasing over the internet

Part 6: Product/Service Issues (What are you selling?)

- The value of a product determines a company's success
- there are really only two issues that come to mind in selling a product:
 - 1) the market should determine the particulars of a product
 - 2) if the market exists, can you deliver in a timely and cost-effective manner?

Part 7: Sales and Promotion (How do you Sell?)

- This is the key to everything else in your business
- without it, you cannot sell your product
- most poorly-managed firms take the “sales” approach: they do what everyone else does, know what is acceptable
- that’s not enough in today’s world
- in this plan, you must show how sales will be cost-effective and get people’s attention

Sales strategy

- **A sales force strategy.** How many salespeople will you recruit for your sales force? How will you train your sales force? What about compensation for your sales force?
- **Your sales activities.** break sales strategy down into activities. For instance, identify your prospects, decide how to contact them,

Part 8: Financial Issues

- Funding request
- Financial plan

Funding Request

- If you are seeking funding for your business venture, your funding request should include the following information:
 - How much: the amount you want now and the amount you want in the future (next 5 years)
 - Which type: How you intend to use the funds you receive: Is the funding request for capital expenditures? Working capital? Debt retirement? Acquisitions? Whatever it is, be sure to list it in this section.
 - How repay: Any strategic financial situational plans for the future, such as: a buyout, being acquired, debt repayment plan, or selling your business. These areas are extremely important to a future creditor, since they will directly impact your ability to repay your loan(s).

<http://www.sba.gov/content/funding-request>

Financial Plan

- **The financial plan is one of the most important part of your business plan.**
- The financial plan is particularly important if you are proposing a major change or a brand new business.

Financial Plan

- Financial viability is generally evaluated from three perspectives:
 - Solvency
 - Profitability
 - Liquidity

Financial Plan

- Solvency evaluates changes in net worth
 - growth in your “retirement account”
- Profitability monitor earnings
 - ability to generate income
- Liquidity estimates cash flow and debt repayment ability
 - paying the bills in due time

Solvency

- Compares the value of the assets in the business (what you own) with the sources of capital (liabilities – what you owe and your net worth)
- How can you pay your bill or debt?
- Requires an up to date balance sheet

Profitability

- Measures the earnings of the business
- Requires an accrual income statement
- Optionally use average net income from 3 or more periods

Liquidity

- Measures the ability of the business to generate cash to meet short term obligations such as paying the bills
- Requires a cash flow statement, usually projected for next year or more
- Detailed close in time, sketchy further in the future

Financial Plan top three tools

- Balance sheet assets and liabilities - solvency
- Income statement income, costs, results - profitability
- Cash-flow statement the flow of money in and out – liquidity

Income Statement

- Not all producers have an accrual income statement.
- Should develop one for your business plan.
- In order to find ideas for a suitable income statement for your business brows the web.

Cash Flow Plan

- A cash flow plan is a projection of all sources and uses of cash during a specified planning period.
- It evaluates the business's ability to meet loan payments and other financial obligations on time.
- Yes – also in this case you find plenty on the web.

Financial Plan

- A written description of the strengths of these three measurements of your financial projections should also be included.
- Also describe the assumptions you used to make your financial projections.

Asset Management

- Your financial plan should also describe how you acquire and manage capital assets - purchase, lease, or custom hire.
- How efficiently are assets being used?

Asset Management

- An analysis of your investment in capital assets relative to the size of your business may be valuable as you plan the future of your business.
- Asset management is often the best indicator of future net worth growth.

Capital Required

- The final part of your financial plan should describe how much money you need to implement your business plan.
- Describe the sources of your financing.
- Present your financing request if you have one.

Further analyses

- Risk analysis
- Sensitivity analysis
- Marginal cost analysis
- Key-ratio analysis
- Be careful in selecting valid tools – sometimes less is more.

Helpful Links

The business plan

<http://www.myownbusiness.org/s2/>

Business Plans

<http://www.entrepreneur.com/businessplan/index.html>

7 Ways to Help Ensure Your Business Succeeds

<http://www.entrepreneur.com/article/223390>

Business Plan's Necessary Factors

<http://www.youtube.com/watch?v=cpcHrsQLo1o>

What They Don't Teach in Business School about Entrepreneurship

<http://www.youtube.com/watch?v=mHVJF9VaWfo>

Sample Business Plans

<http://www.bplan.com/samples/sba.cfm#>

Real test of an Idea

<http://www.quirky.com>

A very good very real idea – 10 years after

<http://techcrunch.com/2012/08/15/invisible-bike-helmet/>

Create a Business Plan

<http://www.sba.gov/category/navigation-structure/starting-managing-business/starting-business/how-write-business-plan>