Business Plan

So you have an idea. What next?





The Business Plan

Is a tool for

- Turning a good idea into reality
- Convincing others
 - investors, partners, employees, customers





Ref: Lang (2002)

Business Plan

 "a problem looking for a solution is *MUCH* better than a solution looking for a problem"

 "having a good idea is only part of the equation for success"



<team name>



- Venture Mission & Strategy
- Business Environment
- Execution
- Risk Analysis
- Key Asumptions and Financials



Our Mission



Describe in one sentence, why your project exists.



Remember the Customer Problem

This come through in your mission

- What is the PROBLEM for your customers
- What costs your customers
 - time, money, effort, loss of business, loss of opportunity...





Strategic Intent



Describe in one sentence what your project/team wants to be.

List here your key actions (=how to get there):



Business Environment



- Market (description, size, geography,trends)
- Product/Service concept in one sentence
- Competition (direct and substitution)



Market – research these

- Desk research a feel for your market size
 - How many users?
 - How many buyers?
 - How much would they pay?
- Any trends in the buying behaviour?
- How big a share of the market do you think you could capture?
- In what timeframe?
- Can you base your evaluation on facts?



Competition

- Which companies provide similar services?
 - Same or different customers?
 - What are their advantages?
- Note that competition comes in several forms:
 - 1. Competition for money in general
 - What needs to satisfy
 - 2. Product competition
 - Other products satisfy same need
 - 3. Brand competition
 - Similar goods and services





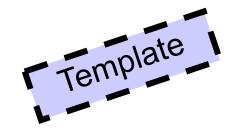
Project Execution



Key Milestones: (service and business)



Risk Analysis



RISKS

- Market
- Technology /Product
- Competence

ACTIONS

- Market
- Technology /Product
- Competence



Key Assumptions And Financials Template

 Summarize the assumptions under which this business plan is valid.

 Financials according to the F&C template, add NPV calculation and put a graph (NPV/time in this presentation)



Project Financial Planning

- Cash flow *
- Investments into IT, ...
 - To be covered by own money, loans, company cash, investors funding
- Profitability

Cash, not profit is king for a start-up. Ref: Lang (2002)

* Your task today



Your parameters, i.e. your assumptions

- subcription fees
- monthly fees
- direct costs
- ... insert rows if necessary

PARAMETERS								
Subscription fee (EUR)	100							
Monthly service fee (EUR)	50							
Cost / service A events	20	1						
Other parameter	0							
Other parameter	0	/						
Other parameter	0							
Cost per head per half year kEUR	20 Put.	here the	e cost per h	ead				
	1H10 2H1	0	1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVC over H	0	0	20 000			440 000		840 000
New subscribers	0	0	40 000					
Subscription fees	0.0	0.0	4.0					
Monthly fees	0,0	0.0	6.0			,	,	,
SALES (MEUR)	U	0,0	0,0	21,0	12,0	132,0	192,0	202,0
# of service A events		0.0						
Total Cost of service A (MEUR)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Other indirect costs								
NET SALES	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sales & Marketing personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Sales & Marketing KEUR	10	10	10	10	10	10	10	10
R&D personnel	0,5	0,5	0.5	0.5	0.5	0,5	0,5	0.5
R&D KEUR	10	10	10					,
RADINEUR	10	10	10	10	10	10	10	10
Admistrative personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Admistration & Common KEUR	10	10	10	10	10	10	10	10
External marketing expenses KEUR		2	2	2	2	2	2	2
		2						
External subcontracting & other services KEUR								
Operations & Logistics expenses KEUR								
Total Operating Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Profit	-0.03	0.0	0,0	-,-		-,-	,	,
OP %	-0,03					-,-	,	- 1
UF 70	U	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Investments (MEUR)	0.1		0.1				0,5	
and distribution of the control of t	0,1		0,1				0,0	
Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
Cumulative cash flow	-0,1	-0,2	-0,3	-0,3	-0,4	-0,4	-0,9	-1,0
Cash Flow II	0.4	0.0	-0.1	0.0	0.0	^^	A 5	^ /
Present Value (today)	-0,1 -0,1	0,0	-0,1 -0,1	0,0			-0,5 -0,4	
Net Present Value	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,4	0,0
IVEL FIESEIIL VAIUE	-0,0							



of units sold, eg subscribers, poducts, ...

100							
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_							
		e cost per h	aad				
20	i utilete tii	e cost per ii	cau				
1H10	2H10	11111	2H11	1H12	2H12	1H13	2H13
0	0	20 000	90 000	240 000	440 000	640 000	840 000
0	0	40 000	100 000	200 000	200 000	200 000	200 000
0.0	0.0	4.0	10.0	20.0	20.0	20.0	20.0
	,	6.0				,	,
	5,0	5,0	2.,0	. 2,0	,52,0	.02,0	202,0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0,5
		-,-			-,-		
	10	10	10	10	10	10	10
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
	,	,					,
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0,5
							-
	2	2	2	2	2	2	. 2
0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
-0,03	0,0	0.0	0.0	0.0	0.0	0.0	0,0
0	,		0 %			,	-
0,1		0,1				0,5	
0.4	0.0	0.4	0.0	0.0	0.0	0.5	0.0
		-,-	-,-	-,-	-,-		-
-0,1	-0,2	-0,3	-0,3	-0,4	-0,4	-0,9	-1,0
-0,1	0,0	-0.1	0,0	0,0	0,0	-0.5	0,0
-U. I							
-0,1		-	0.0		-		0.0
	50 20 0 0 0 0 0 0 0 0 0 0 0 0 0	0 20 Put here th 1H10 2H10 0 0 0 0 0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,5 0,5 10 10 0,5 0,5 10 10 0,5 0,5 10 10 0,5 0,5 10 10 0,7 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0	50 20 0 0 0 0 0 0 20 Put here the cost per h 1H10 2H10 1H14 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50 20 0 0 0 0 0 20 Put here the cost per head 1H10 2H10 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50 20 0 0 0 0 20 Put here the cost per head 1H10 2H10 1H14 2H11 1H12 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50 20 0 0 0 0 20 Put here the cost per head 1H10 2H10 1H14 2H11 1H12 2H12 0 0 0 20 000 90 000 240 000 440 000 0 0 40 000 100 000 200 000 200 000 0 0,0 0,0 4,0 10,0 20,0 20,0 20,0 0 0,0 0,0 6,0 27,0 72,0 132,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0	50 20 0 0 0 0 20 Put here the cost per head 1H10 2H10 1H14 2H11 1H12 2H12 1H13 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0



Total sales in €
Insert more rows if
you have several
streams of income

PARAMETERS								
Subscription fee (EUR)	100	\						
Monthly service fee (EUR)	50							
Cost / service A events	20							
Other parameter	20							
Other parameter Other parameter	0							
Other parameter Other parameter	0							
Cost per head per half year kEUR			le cost per h	and				
Cost per nead per nall year KEUR	20	Put nere tr	ie cost per n	ead				
	1H10	2H10	1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVG over H	C	0	20 000	90 000	240 000	440 000	640 000	840 000
New subscribers	0	0	40 000	100 000	200 000	200 000	200 000	200 000
Subscription fees	0,0	0.0	4,0	10,0	20.0	20,0	20,0	20,0
Monthly fees	.,		,					
SALES (MEUR)		-,-	-,-			,,,,	,.	
# of service A events								
Total Cost of service A (MEUR)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other indirect costs	0,0	, 0,0	0,0	0,0	0,0	0,0	0,0	0,0
NET SALES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
INCT OALLO	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sales & Marketing personnel	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Sales & Marketing KEUR	10				,			
Odies & Marketing REOR	10	10	10	10	10	10	10	10
R&D personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
R&D KEUR	10	10	10	10	10	10	10	10
	•							
Admistrative personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Admistration & Common KEUR	10	10	10	10	10	10	10	10
External marketing expenses KEUR		2	2	2	2	2	2	2
External subcontracting & other services KEUR								
3								
Operations & Logistics expenses KEUR								
Total Operating Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0,0
Operating Profit	-0.03	,		,	,	,	,	
OP %	0,00	,	,				,	
01 70		0 70	0 70	0 70	0 70	0 70	0 70	0 70
Investments (MEUR)	0.1		0.1				0.5	
in control (in cont)	0,1		0,1				0,0	
Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
Cumulative cash flow	-0,1	-0,2	-0,3	-0,3	-0,4	-0,4	-0,9	-1,0
Cash Flow II			0.4					
Present Value (today)	-0,1 -0.1		-			-		-
Net Present Value	,		-0,1	0,0	0,0	0,0	-0,4	0,0
Net riesent value	-0,8							



Total direct costs, you can put in volumes if different than sales volume

PARAMETERS								
Subscription fee (EUR)	100							
Monthly service fee (EUR)	50							
Cost / service A events	20							
Other parameter	0							
Other parameter	0							
Other parameter	0							
Cost per head per half year kEUR	20	Put here th	e cost per h	ead				
	1H10	2H10	1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVG over H	0	0	20 000	90 000	240 000	440 000	640 000	840 000
New subscribers	0	0	40 000	100 000	200 000	200 000	200 000	200 000
Subscription fees	0,0	0,0	4,0	10,0	20,0	20,0	20,0	20,0
Monthly fees	0	0,0	6,0	27,0	72,0	132,0	192,0	252,0
SALES (MEUR)		,	,	,	,	,	,	,
# of service A events								
Total Cost of service A (MEUR)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other indirect costs	-,-	-,-	-,-	-,-		-,-	-,-	-,-
NET SALES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	-,-	-,-	-,-		-,-	-,-		-,-
Sales & Marketing personnel	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Sales & Marketing KEUR	10		10				,	
R&D personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
R&D KEUR	10		10	10			,	
Nab Neon								
Admistrative personnel	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Admistration & Common KEUR	10		10	10				
External marketing expenses KEUR		2	2	2	2	2	2	2
External subcontracting & other services KEUR		_	_		_	_	_	_
Operations & Logistics expenses KEUR								
oporations a Englishes exponses (LEON								
Total Operating Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Profit	-0.03	,	0.0	0.0		,	,	,
OP %	0,00		0 %	0 %	0 %	0 %	,	
01 70		0 70	0 70	0 70	0 70	0 70	0 70	0 70
Investments (MEUR)	0.1		0.1				0.5	
IIIVESUTIENIS (IVILOTY)	0,1		0,1				0,5	
Cash Flow II	-0.1	0.0	-0.1	0,0	0.0	0.0	-0.5	0.0
Cumulative cash flow	-0,1	-0,2	-0,3	-0,3	-,-	-,-	-	-
Camadayo Cash now	-0,1	-0,2	-0,0	-0,0	-0,4	-0,4	-0,9	-1,0
Cash Flow II	-0,1	0.0	-0,1	0,0	0,0	0.0	-0,5	0.0
Present Value (today)	-0,1	0.0	-0.1	0.0		0.0		-
Net Present Value	-0.8	3,0	-,.		5,5	5,5	5,.	3,0
HOLI TOURIL VAIAU	-0,0							



Cost per person (head)

of Personnel and Personnel costs

	PARAMETERS								
	Subscription fee (EUR)	100							
	Monthly service fee (EUR)	50							
	Cost / service A events	20							
	Other parameter	0							
	Other parameter	0							
_	Other parameter	0							
	Cost per head per half year kEUR	20	Put here th	e cost per h	ead				
		1H10	2H10	1H11	2H11		2H12	1H13	2H13
	Number of subscribers AVG over H	0					440 000		
	New subscribers	0							
	Subscription fees	0,0	0,0	4,0	10,0	20,0	20,0	20,0	20,0
	Monthly fees	0	0,0	6,0	27,0	72,0	132,0	192,0	252,0
	SALES (MEUR)								
	# of service A events								
	Total Cost of service A (MEUR)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Other indirect costs	ŕ	,	,		,	,	,	
	NET SALES	0,0	0.0	0.0	0,0	0,0	0,0	0.0	0.0
	Sales & Marketing personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
/	Sales & Marketing KEUR	10	10	10	10	10	10	10	10
•	_								
	R&D personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
	R&D KEUR	10			10	10	10	10	
	Admistrative personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
\	Admistration & Common KEUR	10	10	10	10	10	10	10	
	External marketing expenses KEUR		2	2	2	2	2	2	2
	External subcontracting & other services KEUR								
	Operations & Logistics expenses KEUR								
	Total Operating Expenses	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	Operating Profit	-0.03	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	OP %	0	0 %	0 %	0 %	0 %	0 %	0 %	0 %
	Investments (MEUR)	0.1		0.1				0.5	
	IIIVestitients (MESTY)	0,1		0,1				0,0	
	Cash Flow II	-0.1	0.0	-0.1	0,0	0.0	0.0	-0.5	0.0
	Cumulative cash flow	-0,1							
		3,1	J, <u>L</u>	0,0	5,5	0,4		5,5	.,0
	Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
	Present Value (today)	-0,1		-0,1		-	0,0		
	Net Present Value	-0.8		-,-	-,-	-,-	-,-	-,-	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
		-,-							



Other cost and expences, insert rows if needed

PARAMETERS								
Subscription fee (EUR)	100	•						
Monthly service fee (EUR)	50							
Cost / service A events	20							
Other parameter	0	•						
Other parameter	0	•						
Other parameter	0							
Cost per head per half year kEUR	20	Put here th	ne cost per h	ead				
	1H10	2H10	1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVG over H	0							
New subscribers	0							
Subscription fees	0,0	0,0	4,0	10,0	20,0	20,0	20,0	
Monthly fees	0	0,0	6,0	27,0	72,0	132,0	192,0	252,0
SALES (MEUR)								
# of service A events								
Total Cost of service A (MEUR)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Other indirect costs	·							
NET SALES	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sales & Marketing personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Sales & Marketing KEUR	10	10	10	10	10	10	10	10
_	•							
R&D personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
R&D KEUR	10	10	10	10	10	10	10	10
Admistrative personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Admistration & Common KEUR	10	10	10	10	10	10	10	10
External marketing expenses KEUR		2	2	2	2	2	2	2
External subcontracting & other services KEUR								
Operations & Logistics expenses KEUR								
T-(-10		0.0	2.0	2.0		0.0	0.0	0.0
Total Operating Expenses	0,0	,	-,-	-,-	,	,	,	,
Operating Profit	-0,03	,	-1-	-1-	-1-	-1-	,	-1-
OP %	0	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Investments (MEUR)	0,1		0,1				0,5	
Cash Flow II	-0,1	0.0	-0.1	0.0	0.0	0.0	-0.5	0.0
Cumulative cash flow	-0,1			-				
Cumulauve Cash now	-0,1	-0,2	-0,3	-0,3	-0,4	-0,4	-0,9	-1,0
Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
Present Value (today)	-0,1							0,0
Net Present Value	-0.8	-	-,-	-,-	-,-	-,-		



Operating Expences and

Operating Profit

PARAMETERS								
Subscription fee (EUR)	100	•						
Monthly service fee (EUR)	50							
Cost / service A events	20							
Other parameter	0	•						
Other parameter	0	•						
Other parameter	0							
Cost per head per half year kEUR	20	Put here th	e cost per h	ead				
	1H10	2H10	1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVG over H	0							
New subscribers	0							
Subscription fees	0,0	0,0	4,0	10,0	20,0	20,0	20,0	,
Monthly fees	0	0,0	6,0	27,0	72,0	132,0	192,0	252,0
SALES (MEUR)								
# of service A events								
Total Cost of service A (MEUR)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Other indirect costs								
NET SALES	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sales & Marketing personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Sales & Marketing KEUR	10	10	10	10	10	10	10	10
_	•							
R&D personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
R&D KEUR	10	10	10	10	10	10	10	10
Admistrative personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Admistration & Common KEUR	10	10	10	10	10	10	10	10
External marketing expenses KEUR		2	2	2	2	2	2	2
External subcontracting & other services KEUR								
Operations & Logistics expenses KEUR								
Total Operating Expenses	0,0		-,-	-,-	,	,	,	,
Operating Profit	0,03	-1-	-1-	-1-	-1-	-1-	,	-1-
OP %	0	0 %	0 %	0 %	0 %	0 %	0 %	0 %
	_							
Investments (MEUR)	0,1		0,1				0,5	
Cash Flow II	-0,1			-				
Cumulative cash flow	-0,1	-0,2	-0,3	-0,3	-0,4	-0,4	-0,9	-1,0
Cash Flow II	-0,1	0.0	-0.1	0.0	0.0	0,0	-0.5	0.0
Present Value (today)			-	-,-				-,-
Net Present Value	-0,1		-0,1	0,0	0,0	0,0	-0,4	0,0
Net Fresent Value	-0,8							



PARAMETERS								
Subscription fee (EUR)	100) <mark>.</mark>						
Monthly service fee (EUR)	50)						
Cost / service A events	20)						
Other parameter	0							
Other parameter	0)						
Other parameter	0	<u>'</u>						
Cost per head per half year kEUR	20	Put here t	he cost per h	ead				
N. J. C. J. 31 AMO. 11	1H10	2H10	1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVG over H	0		20 000					
New subscribers	0		40 000					
Subscription fees	0,0							
Monthly fees	0	0,0	6,0	27,0	72,0	132,0	192,0	252,0
SALES (MEUR)								
# of service A events								
Total Cost of service A (MEUR)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Other indirect costs								
NET SALES	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
O-land Madratian annual	0.5			0.5	0.5	0.5	0.5	0.5
Sales & Marketing personnel	0,5		-,-	-,-	-,-	-,-	-,-	-1-
Sales & Marketing KEUR	10	10	10	10	10	10	10	10
R&D personnel	0,5	0,	5 0.5	0.5	0.5	0.5	0.5	0,5
R&D KEUR	10			,	,	,	,	,
NAD NEON	10	1	, 10	10	10	10	10	10
Admistrative personnel	0,5	0,	0.5	0.5	0.5	0.5	0,5	0,5
Admistration & Common KEUR	10	_		10	10	10		
	_							
External marketing expenses KEUR		1	2 2	2	2	2	2	2
External subcontracting & other services KEUR								
Operations & Logistics expenses KEUR								
Total Operating Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Profit	-0,03	,	,			,	,	
OP %	-0,03		- '	-1-	,	,	-	-
OF 78		0 7	0 70	0 70	0 76	0 76	0 76	0 70
Investments (MEUR)	0.1		0.1				0.5	
IIIVESTITICITES (IVILOTY)	J 0,1		0,1				0,5	
Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
Cumulative cash flow	-0,1							
Cash Flow II	-0,1		-,-	-,-	-,-	-,-	-,-	-,-
Present Value (today)	-0,1		-0,1	0,0	0,0	0,0	-0,4	0,0
Net Present Value	-0,8							

Investments



PARAMETERS								
Subscription fee (EUR)	100							
Monthly service fee (EUR)	50							
Cost / service A events	20							
Other parameter	0							
Other parameter	0							
Other parameter	0							
Cost per head per half year kEUR	20	Put here th	e cost per h	ead				
	1H10		1H11	2H11	1H12	2H12	1H13	2H13
Number of subscribers AVG over H	0	0	20 000	90 000	240 000	440 000	640 000	840 000
New subscribers	0	0	40 000	100 000	200 000	200 000	200 000	200 000
Subscription fees	0,0	0,0	4,0	10,0	20,0	20,0	20,0	20,0
Monthly fees	0	0,0	6,0	27,0	72,0	132,0	192,0	252,0
SALES (MEUR)			,	,	,	ĺ .		,
# of service A events								
Total Cost of service A (MEUR)	0,0	0.0	0.0	0,0	0,0	0,0	0.0	0.0
Other indirect costs	0,0	3,0	0,0	5,0	0,0	0,0	0,0	3,0
NET SALES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
THE FOREES	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Sales & Marketing personnel	0,5	0,5	0,5	0.5	0.5	0.5	0.5	0,5
Sales & Marketing KEUR	10	-	10		,			
Sales & Marketing NEON	10	10	10	10	10	10	10	10
R&D personnel	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
R&D KEUR	10	-	10				-	
NGD NEON	10	10	10	10	10	10	10	10
Admistrative personnel	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0,5
Admistration & Common KEUR	10		10		,			,
Admistration & Common Reor	10	10	10	10	10	10	10	10
External marketing expenses KEUR		2	2	2	2	2	2	2
External subcontracting & other services KEUR								
Operations & Logistics expenses KEUR								
Operations & Eogistics expenses (COIX								
Total Operating Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Profit	-0.03	- '	0,0	0,0	,	,	,	,
OP %	-0,03	,	0,0	0,0	,	,	,	,
OF 76	U	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Investments (MELID)	0.4		0.4				0.5	
Investments (MEUR)	0,1		0,1				0,5	
Cash Flow II	-0,1	0.0	-0.1	0.0	0.0	0.0	-0.5	0.0
Cumulative cash flow	-0,1		-0,1	-,-	-,-	-,-	-,-	-,-
Camada Codon now	-0,1	-0,2	-0,0	-0,0	-0,4		-0,5	-1,0
Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
Present Value (today)	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,4	0,0
Net Present Value)-0,8		-,-	-,-		-,-	-,-	,,,,

Insert
Present Value and
Net Present Value



PARAMETERS Subscription fee (EUR) Monthly service fee (EUR) Cost / service A events Other parameter Other parameter Cother parameter Cost per head per half year kEUR Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES Sales & Marketing personnel	0,0	Put here the 2H10 0 0 0,0 0,0 0,0	e cost per h 1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0	240 000 200 000 20,0 72,0	200 000 20,0	640 000 200 000 20,0	200 000 20,0
Monthly service fee (EUR) Cost / service A events Other parameter Other parameter Other parameter Cost per head per half year kEUR 1H10 Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	50 20 0 0 0 20 0 0 0 0 0 0 0 0 0 0 0 0 0	Put here the 2H10 0 0 0,0 0,0 0,0	1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Cost / service A events Other parameter Other parameter Other parameter Cost per head per half year kEUR IH10 Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	20 0 0 20 0 0 0 0,0 0	Put here the 2H10 0 0 0,0 0,0 0,0	1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Other parameter Other parameter Cost per head per half year kEUR 1H10 Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Put here the 2H10 0 0 0,0 0,0 0,0 0,0	1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Other parameter Other parameter Cost per head per half year kEUR 1H10 Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0 20 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2H10 0 0 0,0 0,0	1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Cost per head per half year kEUR 1H10 Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2H10 0 0 0,0 0,0	1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	2H10 0 0 0,0 0,0	1H11 20 000 40 000 4,0 6,0	2H11 90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0 0,0 0,0 0	0 0,0 0,0 0,0	20 000 40 000 4,0 6,0	90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
Number of subscribers AVG over H New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0 0,0 0,0 0	0 0,0 0,0 0,0	20 000 40 000 4,0 6,0	90 000 100 000 10,0 27,0	240 000 200 000 20,0 72,0	440 000 200 000 20,0	640 000 200 000 20,0	840 000 200 000 20,0
New subscribers Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	0,0	40 000 4,0 6,0	100 000 10,0 27,0	200 000 20,0 72,0	200 000 20,0	200 000 20,0	200 000 20,0
Subscription fees Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	0,0	4,0 6,0	10,0 27,0	20,0 72,0	20,0	20,0	20,0
Monthly fees SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	0,0	6,0	27,0	72,0			
SALES (MEUR) # of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	0,0	0,0	,	,	132,0	192,0	252,0
# of service A events Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	,	<u> </u>	0,0	0.0			
Total Cost of service A (MEUR) Other indirect costs NET SALES	0,0	,	<u> </u>	0,0	0.0			
Other indirect costs NET SALES	0,0	,	<u> </u>	0,0	0.0			
NET SALES		0,0			0,0	0,0	0,0	0,0
		0,0						
Sales & Marketing personnel			0,0	0,0	0,0	0,0	0,0	0,0
Sales & Marketing personnel								
	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5
Sales & Marketing KEUR	10	10	10	10	10	10	10	10
R&D personnel	0,5		0,5	0,5		0,5	,	,
R&D KEUR	10	10	10	10	10	10	10	10
Admistrative personnel	0,5		0,5	0,5			,	,
Admistration & Common KEUR	10	10	10	10	10	10	10	10
E to the Committee of t								
External marketing expenses KEUR		2	2	2	2	2	2	2
External subcontracting & other services KEUR								
Operations & Logistics expenses KEUR								
Total Operating Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0,0
	-0.03		0,0	0,0	,	,	,	,
OP %	-0,03	-	0,0	,		0,0	,	,
OF 76	U	0 %	0 %	0 %	0 %	0 %	0 %	0 %
Investments (MEUR)	0.1		0,1				0.5	
Investments (MEOR)	0,1		U, I				0,5	
Cash Flow II	√-0.1	0.0	-0,1	0.0	0.0	0.0	-0.5	0.0
Cumulative cash flow) _{-0,1}	-0,2	-0,3	-				-
	-,•		-,-	2,0	•,.			.,0
Cash Flow II	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,5	0,0
Present Value (today)	-0,1	0,0	-0,1	0,0	0,0	0,0	-0,4	-
Net Present Value	-0,8	,-	,,,	,-	,-	,-	,-	,-

Cash Flow:
Note if negative you need external money



Present Value

- The time value of money
 - 100 000 € in one year is worth 90 909 € today,
 - if you have to borrow the money at 10% interest untill then

Time is money.
This notion keeps the whole financial sector afloat - Richard Lang

Present Value (PV)

- The time value of money
 - Getting 100 000 € in
 - one year is worth 90 909 € today,
 100 000 = X + 0,1*X =>
 X = 100 000 / 1,1 ≈ 90 909
 - two years is worth 82 640 € today
 X = 100 000 / (1,1) * (1,1) ≈ 82 640

$$PV = I/(1+r)^n$$

I = amount

r = rate of interest

n = number of years

Net Present Value (NPV)

 Because all Present Values apply today, you can add up the PV:s from different incomes to get the Net Present Value

 Getting 100 000 € in one year and another 100 000 € in two years has the NPV of

```
100\ 000\ /\ 1,1\ +\ 100\ 000\ /\ (1,1)\ *\ (1,1)\ \approx
90\ 909\ +\ 82\ 640\ =\ 173\ 549\ \in
```



Documentation this week

- Document the Business Plan as a slide show
 - Note, put in enough information
- Be prepared to revise (and revise and revise...)

Nothing will ever be attempted, if all possible objections must be overcome first

