**Business Plan Template**

**ZAT Startup Combo (F) Programme**

*A business plan is a written document that describes the goals of a business, the strategies to achieve those goals, and the timeline for implementing the strategies. It serves as a guide for the business and can also be used to convince investors or lenders.*

Design a meaningful cover sheet for your business plan. For example, a logo and a slogan for your company can be placed here



**Zentrum für angewandte Technologie Leoben**

**We help you to develop your business idea into a company!**

**Table of contents**

[1. Executive Summary 3](#_Toc149820681)

[2. product / service & technology 4](#_Toc149820682)

[Product / service & development status 4](#_Toc149820683)

[USP, strengths & weaknesses 4](#_Toc149820684)

[Technology & Service Delivery & Property Rights 4](#_Toc149820685)

[Value creation & service provision 4](#_Toc149820686)

[3. market & competition 6](#_Toc149820687)

[Market size & market growth 6](#_Toc149820688)

[Target group & market share 6](#_Toc149820689)

[Competitive Analysis & Competitor Analysis 6](#_Toc149820690)

[Market entry barriers & market positioning 6](#_Toc149820691)

[4. marketing & sales 7](#_Toc149820692)

[Marketing strategy & communication channels 7](#_Toc149820693)

[Distribution strategy 7](#_Toc149820694)

[Pricing & Revenue Model 7](#_Toc149820695)

[5. company & team 8](#_Toc149820696)

[Founding team 8](#_Toc149820697)

[Company 8](#_Toc149820698)

[Organisation 8](#_Toc149820699)

[Implementation plan & milestones 8](#_Toc149820700)

[6. Green Impact 10](#_Toc149820701)

[7. risk analysis 11](#_Toc149820702)

[8. financial planning 12](#_Toc149820703)

[Start-up costs & start-up investments 12](#_Toc149820704)

[Running costs 12](#_Toc149820705)

[Capital requirements & sources of funding 12](#_Toc149820706)

[Profit & Loss Account 12](#_Toc149820707)

[Important Key Performance Indicators (KPIs) 13](#_Toc149820708)

[9. Appendix 14](#_Toc149820709)

# Executive Summary

The executive summary is the summary of the entire business plan and one of the most important chapters. The summary should be concise and convincing. After reading the summary, all the important key points of the business should have been understood.

Possible questions to be answered in this chapter are:

* What problem have you identified?
* How do you solve the problem? (Product/service)
* Who has the problem? (Target customers)
* What is the relevant market?
* Who is the competition and how are you different?
* What relevant competences / experience do you or your team have?
* What is the cost structure and revenue structure?
* What does the development of the next few years look like?

# product / service & technology

In this chapter, the product/service should be described. This includes a general description, the current state of development, but also the production and pricing. In addition, the uniqueness of the product/service should be described (USP).

## Product / service & development status

The product or service and the current state of development are described here.

Possible questions to be answered in this chapter:

* + What is the product/service?
	+ What problem does it solve and how?
	+ What are the key features of the product / service?
	+ What is the current state of development?
	+ Is there already a prototype?

## USP, strengths & weaknesses

The uniqueness of the product/service is described here (Unique Selling Proposition). In addition, the strengths and weaknesses are discussed.

Possible questions that are answered in this chapter:

* Why should customers buy your product / service?
* What are the strengths of the product / service?
* What are the weaknesses of the product / service?
* What can the product / service do better than existing alternatives?

## Technology & Service Delivery & Property Rights

The technology and the degree of innovation of the product/service are described here. In addition, the service provision is dealt with.

Possible questions that will be answered in this chapter:

* What type of innovation is it?
* How high is the degree of innovation compared to existing products/services?
* Are approvals or certifications required by law for your product?
* How is the production/service provision planned?
* What is the production process (in-house vs. outsourcing)?
* Which property rights strategy is being pursued?
* Can the advantage of your solution be secured through property rights?

## Value creation & service provision

Here, the value chain and the processes of service production of your company are shown.

Possible questions that are answered in this chapter:

* What does the production process / service provision look like?
* What capacities does the company have?
* Which location is chosen and why?
* Do legal regulations have to be fulfilled?
* What does the product / service cost to produce?
* Will there be other versions of the product / service in the future?

# market & competition

This chapter describes the market and the customers. In addition, the competition and various competitive factors are discussed.

## Market size & market growth

Market size is an important indicator for your business. Make a detailed analysis of the market with all relevant aspects.

Possible questions that will be answered in this chapter:

* How big is the market in general?
* How big is my market potential in general?
* How is the market developing?
* What are the market trends?
* What are the important factors for the development of the market?

## Target group & market share

In this chapter, the market is broken down to the relevant target groups and further analysed in detail.

Possible questions that will be answered in this chapter:

* Who is the target group for your product/service?
* What do the individual target group segments look like?
* Where are the individual target group segments located?
* What market share can be expected in which segment?
* Have initial surveys already been conducted with the real target group?

## Competitive Analysis & Competitor Analysis

Here the competitive situation and the competitors are analysed. It is important to focus on the advantages and disadvantages.

Possible questions that will be answered in this chapter are:

* How many competitors are there?
* What are my direct and indirect competitors?
* What are the advantages of my product / service compared to the competition?
* What are the disadvantages of my product / service compared to the competition?

## Market entry barriers & market positioning

Here, possible positioning of the product/service is shown and possible barriers to entry are evaluated.

Possible questions that will be answered in this chapter:

* Are there barriers to market entry?
* How can these barriers be overcome?
* How should the product / service be positioned in the market?

# marketing & sales

This chapter explains the marketing strategy and its operationalisation. In addition, sales and pricing strategy are discussed.

## Marketing strategy & communication channels

The marketing strategy and the marketing activities derived from it, including a timetable, should be worked out here.

Possible questions that will be answered in this chapter:

* What does the marketing strategy look like in general?
* What are the goals of the marketing strategy?
* What timetable can be derived from it?
* Which communication channels are used?
* Which message will be played out via which channel?
* What conversion is expected via which channel?
* What does a customer cost?

## Distribution strategy

The important key points and information on strategy, sales partners and processes should be included here.

Possible questions that will be answered in this chapter:

* Which sales strategy is being pursued?
* What does the sales process look like?
* Are there different processes for different customer segments?
* If there are sales partners: What are the agreements?

## Pricing & Revenue Model

Pricing is an important cornerstone. This should include a calculation of prices with possible discounts, including various revenue models.

Possible questions that will be answered in this chapter:

* What pricing strategy is being pursued?
* Are there different prices or purchase quantities for each customer segment?
* Which aspects of the product/service can be monetised?
* What is your business model?

# company & team

This chapter will take a closer look at the company and the team. The team and the core competences will be discussed, and the organisation and a milestone plan will also be presented.

## Founding team

Here, the founding team and the competences will be discussed in more detail.

Possible questions that will be answered in this chapter:

* Who are the people in the founding team?
* What core competences does each person bring to the table?
* What previous experience does each person have?
* What roles will each person take on?
* Are there core competencies that are not present in the team?
* How will missing core competencies be compensated?
* How will each person be remunerated?

## Company

Various key points about the company should be included here. If a company does not yet exist, the future development should be discussed.

Possible questions to be answered in this chapter:

* What is the company wording and, if applicable, the (planned) date of the company's foundation?
* What legal form is planned?
* Registered office
* What is the (planned) ownership structure (who holds what shares in the company)?
* Are there already corresponding contracts (articles of association, ...)?
* Are there external cooperation partners and what advantages and disadvantages are conceivable in this respect?
* Status of the company foundation

## Organisation

The organisation of the company and the responsibilities should be shown here.

Possible questions that will be answered in this chapter:

* How is the organisation of the company structured?
* Who is responsible for which areas?
* How are decisions made in the company?

## Implementation plan & milestones

The implementation plan plays an important role. Here it is planned which next steps have to be taken in order to achieve the company's goals. It also serves as a control tool that should be evaluated at regular intervals. It is important that the goals are SMART (specific, measurable, realistic, relevant & time-bound).

Possible questions that will be answered in this chapter:

* What are the business objectives (short term / medium term / long term)?
* Which milestones are to be implemented?
* Is there a critical path?

# Green Impact

This chapter should explain what "green" impact the project / company should have and how this should develop in the future.

Possible questions that will be answered in this chapter:

* How does my product / service contribute to the Green Deal?
* How does my company contribute to the Green Deal?
* Which people does my solution address?
* What impact will my solution have on society / the environment?

# risk analysis

In this chapter, possible risks are to be analysed and highlighted. It is important to develop strategies to minimise and control these risks. Various methods can be applied here. (SWOT, scenario analysis, PESTEL analysis, risk matrix, etc...).

Possible questions that will be answered in this chapter:

* What risks can occur?
* Can these risks be segmented?
* How can I assess the risks?
* What strategies are there to minimise the risks?

# financial planning

This chapter should cover all relevant factors of your company's finances. For example, you need the capital requirements, the running costs and also the expected turnover.

## Start-up costs & start-up investments

Starting a business involves various costs. Please list these costs here.

Possible questions that will be answered in this chapter:

* What are the costs of legally setting up your business?
* What are the costs of starting your business?
* What are the costs of any developments prior to the start of the business?

## Running costs

Current costs should be shown here. Please also include living expenses if you work full-time or part-time in the company.

Possible questions to be answered in this chapter:

* What is the structure of running costs?
* What are the costs for infrastructure?
* What are the costs for licences?
* What are the costs of living for the founders?

## Capital requirements & sources of funding

This is where all capital requirements and funding sources are mapped. If you are considering funding as a source of financing, you will also need a strategy if you do not receive funding.

Possible questions that will be answered in this chapter:

* What are my capital needs?
* Into which cost categories can I divide my capital needs?
* What do the respective sources of funding look like?
* Are there strategies for funding sources that have not yet been approved?

## Profit & Loss Account

The budgeted income statement is one of the most important planning tools for young companies. This is where all your costs and revenues are worked out. It is important to ensure that the planning is sufficiently detailed. The larger the cost item or the more critical the cost item is for your company, the more precise the planning must be. In addition, it is important, especially for a young company, to prepare a liquidity plan. We recommend planning monthly in the first business year and annually in the following three business years.

## Important Key Performance Indicators (KPIs)

Here you should present important key figures for your company and your business model.

Possible questions to be answered in this chapter:

* What are the main cost drivers in my company?
* What are the main turnover drivers in my company?
* Which key figures are important in production?
* Which key figures are important in sales?
* Which key figures are important in marketing?

#  Appendix

Any information that is not absolutely necessary to understand your company and your business model can be put here in the appendix.