BUSINESS PLAN STRUCTURE

1. **EXECUTIVE SUMMARY**
   1. Title of the Project

*This is just the title of the project. Add some introductory information about the document, something like timeframe: a 10 years business plan created as a handbook in the implementation of the project including human, financial and material requirements of the project.*

* 1. Founders and Partners

*Briefly introduce the institutions behind the project*

* 1. Project description

*This is self-explanatory but on not more than one page to explain the project including its general statements of commitment and a financial summary table with perhaps some results of economic analysis, giving weight to macroeconomic indicators and objectives of the project.*

* 1. Goals and Purpose of the Project

*Objectives of the project and its purpose should be briefly addressed in this chapter; up to one page with a drawing of the main objectives (Visio)*

* 1. *Main Results of the Analysis*

1. **BACKGROUND**
   1. Description of company and project concept
   2. Mission and Vision
      1. The Vision
      2. The Mission
      3. Guiding principles
      4. Value Proposition
   3. The Objectives of the Project

*Here introduce a list of KPIs that should be used for the monitoring of project performance.*

* 1. The Founders and Partners

*Go in more details and introduce institutions behind the project.*

* 1. Key success factors

*A summary of main points related to the success of the project should be addressed.*

1. **BUSINESS MODEL**

*Explain the envisaged business model by answering the following or similar set of questions: What the company intends to do? Who/what market or segment it intends to reach? Which competences/experiences/technologies it is based on? What market trends encourage it?*

*Human and material requirements (resources) for the implementation of the project should be presented.*

1. **DEMAND ANALYSIS**
   1. Business and economic environment

*On not more than 4 pages give a breakdown of the socio-economic situation at the time of writing this document.*

* + 1. General business and economic indicators
    2. Country/Region – general description
    3. Business environment
    4. Current economic indicators
    5. Regions and counties affected by this project
    6. Demography
    7. General political outlook
    8. Innovation Ecosystem in Country/Region and key stakeholders

*Explain the science, research and innovation environment surrounding the project. Explain briefly the public funding needs of the project and compare it to the strategic documents that are being currently developed. Give some assumptions concerning the maximum size of the market and make some comparison with KPIs given in Chapter 3.*

* 1. Overview of public support measures R& sector related to CoE
     1. National/regional public support initiatives
     2. EC support initiatives
  2. Market Analysis
     1. Overview of the sector
     2. National/regional market
     3. Private sector
  3. Marketing Strategy

*Develop Marketing Plan to define strategies and tools that should be used to obtain goals and KPIs linked to promotion and visibility of the project. But the plan should also define a new set of KPIs in a 5 year time frame which explain for instance a number of companies that need to be contacted. Lay marketing cost assumptions to achieve these KPIs. Here is also a place to define values for the services or a price policy.*

* + 1. Marketing and communications strategy
    2. Marketing KPIs
    3. Budget for marketing activities
    4. Pricing policy
  1. Competition

*A short overview of similar centres in EU and world market.*

1. **REQUIRED INFRASTRUCTURE**

*Briefly go through main characteristics of the building and laboratories and try to focus on running costs since investments will covered by “other funding”. Tackle utility costs, maintenance, security, insurance and other costs directly connected to the building and equipment. If P&L projection is planned this could be a good place to put depreciation assumptions and calculations.*

* 1. Building Maintenance Requirements and Running Costs
  2. Equipment Maintenance Requirements and Running Costs

1. **ORGANIZATIONAL STRUCTURE AND GOVERNANCE**
   1. Organizational Structure

*Assembly, management board, supervisory board, departments…*

* 1. Employees

*A list of all of the employees including salaries net and full cost figure*

* 1. *Key Personnel*
  2. Training Plan

1. **SWOT ANALYSIS**
2. **DEVELOPMENT STRATEGY**

*Develop CoE Strategy and Implementation Plan. Lay down the plan how to introduce products/services to the market, timing, and give a detailed hiring plan per quarters until you reach full planned employment.*

* 1. Long term objectives and priorities
  2. Development of organization with professional team
  3. Project pipeline

1. **FINANCIAL PLAN**

*Using inputs from each chapter define the required budget for the project. Using KPIs for service and price policy define future revenue streams. By comparing these get the funding gap of the project. This is actually very similar to a cash flow but without days of payment. Try and introduce couple of scenarios for possible funding sources to cover the gap but define the need for funds. Build simplified projections for a P&L, BS and a CF. Make a DCF calculation to get IRR and NPV. Also some calculations for working capital requirements should be given.*

1. **SOCIO-ECONOMIC BENEFITS**

*By analyzing projections take a crack at quantifying or at least by counting socio-economic benefits of the project.*

1. **IMPLEMENTATION PLAN**

*A very nice table giving an overview of the implementation of different activities in a five year timeframe.*