This project is funded by the European Union

Going GrEEn for a sustainable future

Annex 1: Business Plan Format

<Application should not exceed 20 pages>

Business Plan

<Name of Company/Business>

<Date>
<Entrepreneur>
<Address>
<Town>
<District>
<Region>

Tel:
E-mail:
Skype:

Application should not exceed 20 pages

I. **Table of contents**

1.

2. Executive Summary (maximum of 1-2pages)

- This must be concise and clear. This should include:
  - What is the product/service you are selling? What is the (unique) value proposition? Who are in your team? What is your motivation for (starting) this business?
  - What are your sales projections and how is this relative to the industry? What is your break-even point? What are the critical risks and how will you overcome these?
  - Matching grant – how much do you need (in GHS) and what will this financing be used for. What sources and type of funding are being considered?

- Startups: Focus on the background and experience of the team and why you are starting this business. Have you done a market analysis? Done any pilots? What is the gap in the market, and how will you fill it?

- *Established businesses*: When was your business formed? Share growth highlights, profit margins, and market share. Who financed you previously or has been your sources and type of funding?

- What is the local economic, social and/or environmental impact of the business and its products or services?

2.1 Body of the Business Plan

2.2 General company description or Introduction (2pages)

- What business are you in? What is the gap in the market and how are you filling it? What is your target market (who do you sell to?)
- Mission statement: A brief statement about your 'reason of being' – why the company exists.
- What are your company goals, objectives?
- What industry are you in? Is it growing? What are the developments and changes, recent or in the future, and how will you take advantage of them?
- Mention the form of ownership, licenses.
- Company history; years in business; sales and profit history etc.
- Core competencies – why will you succeed, what are your strengths, what strengths does the team bring to the business? What are the challenges you face and how will you overcome them?
- How much do you need (in GHS) and what will this financing be used for? What sources and type of funding are being considered?

1.

2.

3.

3.1

3.2 Products & services (2 pages)

Describe the products and/or services your business offers and will offer in the future. Describe how it works; why a consumer would buy your product/service; the value it will create for the customers and the market. Key additions

- What makes your product/service unique?
- What competitive advantage do you have over your competitors?
- What unique features does it offer?
- Have you designed the product/service yourself?
- Insert drawings or pictures as appendices.

3.3 Marketing plan (3 pages)

Describe the market, your current position in it, the competitive environment, and your marketing strategy for the coming years.

3.3.1 Market Analysis

This should include among others:

- What is the total size of the market? I.e., number of customers, location specific. Is it growing, stable, or decreasing? Current level of demand?
- What percentage of the market share do you have?
- What are the different target audiences or segments in the market?
- What are the barriers to entry? Is it difficult for another business to start? How will you overcome these barriers?
- How do changes in the political, economic, social and technological environments affect your business? How about government regulations, environmental regulations, and industry changes?

3.3.2 SWOT Analysis

What are the strengths and weaknesses of your business, and the opportunities and threats in the market.

	Helpful	Harmful
Internal	<Strength>	<Weakness>
External	<Opportunity>	<Threat>

3.3.3 Customer Analysis/market segmentation

Identify and describe the different customers in the market.

Customers

- Identify your targeted customers, their characteristics, and their geographic location (known as their demographics).
- Analyze both the end-users and the people/business you may be selling through.
- Identify and describe your main customer groups based on age; gender; location; income; social class; education; behavior; habits; or other industry specific profile characteristics.
- For business customers, describe them using characteristics such as the size of the firm; the (sub-) industry; the location; and buyer preferences.
- Why have you chosen these specific customer groups?

3.3.4 Competitor analysis

This helps to assesses the current and future strengths/weaknesses of (potential) competitors.

- Who are the main players (competitors, suppliers, other companies, etc.) in your target market?
- Are there any companies in your target market with a similar product/service?
- Are there any companies in your target market with a complementary product/service?
- Are these players successful, if so why, and what is their market share?
- Is the target market still wide open, or is the entry level high, and why?
- Profile your main competitors based on location; background; financials; product offering; marketing; facilities; personnel; or any combination of these and other important aspects. Do they compete on one product or location, or more?

Key Factor	My business	Competitor A	Competitor B	Importance to customer	'Best'
Price					
Quality					
Selection					
Service					
Reliability					
Expertise					
Reputation					

Location					
Distribution					
Economies of scale					
Advertising					
<other>					
<other>					
<other>					
<other>					

NB: *rate the importance to customer from 1 to 5 (1 being not important at all, and 5 being critical – a higher score means the factor is more important). This is expected to help you define your niche in the market.*

3.3.5 Marketing Strategy

This helps to explain how you will achieve sales.

Promotion: How will customers learn about your product/service? How will you advertise? What channels will you use? What means (media, advertisements, other PR tools) will you use to reach your target market? What is the image you want to promote (i.e. healthy, sporty, fast etc.)? Do you have a logo? How complete/consistent is your branding?

Product: What features will the product have? What are the benefits for the customer group? What is special about the product or service? If relevant, will you offer support or after-sales services? Is there a refund policy? How will the product be packaged?

Pricing: How much will you charge per product? Will you use different pricing strategies for different customer groups? Are there bulk discounts? Are there sales? Can customers pay on credit? How will extra features be priced? How do you differentiate your products from competitors based on price? Can you justify your prices?

Distribution: How will you reach your customers? Will you sell to them directly or through intermediaries, agents, or representatives? Are you near to your customers, or near to similar businesses? Do you make use of existing distribution channels/networks? Do you sell retail, wholesale, or both?

3.4 Operational plan

3.5

3.5.1 Production Process and Development

Describe the production process of your product/service. Explain the day-to-day running of the business. Include details of production such as development, technique, costs, inventory etc.

- Is there a need for further research and development? Who will do this? Do you make or buy your products? What are the business hours?
- Will you buy, build, lease or rent your location and facilities? How big are the premises? Will you be able to expand here? Are there any limitations in terms of location, power or accessibility?
- Include the legal environment (i.e. are there regulations associated with your products, do you need permits or licenses?).

3.5.2 The suppliers and raw materials

Elaborate on the supply chain of your product/service. Which suppliers do your reply on to acquire your resources and do you already have agreements in place with suppliers? Do you have backup suppliers? Identify them here by name, address, policies, history and sales/purchasing figures.

3.4

4. **Entrepreneur & Team**

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4.1 **The entrepreneur**

Who is the entrepreneur? Introduce yourself, your qualities, and the reason why you want to start or expand this business. Describe what drives you as a person and how others would describe you. Explain what your ambitions are with your business between now and 3 years from now?

- Entrepreneurial experience: What is your (professional) background and how will you employ this in your new venture? Do you have experience in your target sector? Please include a track record with your previous experience indicating your current knowledge and in which way you have the capability to make this a success.
- What will be your personal role in execution of the plan, i.e. or will you cooperate with others?
- What are the roles and expectations of co-owners of the business?

4.2 **The Team**

- Who are the key players in the organization? Who is part of the management team - list names; contact details (including e-mail etc) and responsibilities/roles?
- *If you have more than 10 employees, create an organizational chart and include it in the appendix.*

4.3 **Ownership**

Ownership – who owns the business? Who has financed it? Has the entrepreneur and management team invested in the business? Include a chart or table if the ownership is among several people.

5. Risk Analysis

What are the main risks of your business?

Risk	**Likeliness of it happening**	**Cost or effect of it happening**	**Measures taken to counteract/minimize risk**

NB: List a risk (for example, supplier going bankrupt) and how likely this is to happen (low, medium, high). Estimate the cost if there is a financial cost associated with this happening (i.e. in loss of revenue) or what the effect is (for example, delayed delivery of products). Lastly describe the measures you are taking to minimize the chance of this risk factor occurring.

6. **Financial Plan**

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6.1 **Investment Plan**

6.1.1 Finance needed?

- How much capital do you need to get this business in operation?
- On what will you spend this capital? Specify as much as possible.

6.1.2 **How financing will be acquired**

Capital already invested in the business.

Financing type	From	Name	Amount (GHS)
		Total investment already done:	

Capital still needed.

Financing type	From	Name	Amount (GHS)

Total investment still needed:			

NB: *Financing type is equity, debt of grant. The 'From' column can be from the owner, family and friends, venture capital, a Bank etc. with the 'Name' (if known) in the next column.* Write a short justification text here on why the capital is needed.

6.2 Financial Plan Summary

Summarize the main points of your financial plan here.

YEAR:	<year>	<year>	<current year>	<year>	<year>	<year>
Total Revenues						
Net Profit						
Employees						

7. Impact

Describe the impact (where relevant) of your business on the following points. Quantify as much as possible and mention both short-term (1-2-3 years) and long-term (10 years) spin-offs.

7.1 Local economic, social and/or environmental impact of the business and its products or services

- Number of direct employees per year (note also how many of these were previously unemployed or earned and income below the minimum wage).
- Number of indirect and direct jobs to be created, or income to be increased (e.g. employment spin offs of your business for suppliers and buyers, distributors, sales)
- A healthier environment (preservation, protection etc)
- Improved quality of living standards (access to food, health, and housing)

7.2 Contribution to the SDGs

Show your (intended) contribution to the Sustainable Development Goals