Software Produktentwicklung

Business Plan

Wintersemester 2004 / 2005

Guido Menkhaus and Sebastian Fischmeister
University of Salzburg

UNIVERSITÄT
SALZBURG

Main elements and structure of a business plan

	Stage 1	Stage 2	Stage 3
1. Executive summary			
2. Company			
2.1. Company profile			
2.2. Business objectives			
3. Product or service			
3.1. Customer benefits/advantages			
3.2. Status of development			
3.3. Manufacture/preparation			
4. Branch and market			
4.1. Branch/overall market analysis			
4.2. Market segments/target customers			
4.3. Competition			
5. Marketing			
5.1. Entry onto market			
5.2. Sales concept			
5.3. Sales subsidy			
6. Management & key persons			
7. Turnover planning			
8. Chances & risks			
9. Five-year plan			
9.1. Personnel planning			
9.2. Investment & write-down plan			
9.3. Profit & loss account plan			
9.4. Liquidity plan			
10. Financing requirements			

UNIVERSITÄT
SALZBURG

Executive Summary

- This summary should stimulate the reader's interest, especially that of financiers.
- Brief sketch of all important aspects of a business plan.
  - **perspectives on products and services,**
  - **customer benefits,**
  - **the relevant markets,**
  - **sales,**
  - **management responsibilities and**
  - **investment requirements, including possible profits.**

UNIVERSITÄT
SALZBURG

3

Key Questions

- Have you explained your product idea clearly for the reader?
- Are the customer benefits clear?
- How much investment does your company require in the coming five years (rough estimate)?
- What are the team's responsibilities?
- What are your company's forefront markets and branches?
- How much turnover are you expecting in the coming five years (rough estimate)?

UNIVERSITÄT
SALZBURG

4

Enterprise

- Give the reader a broad overview of your company's vision, with its ideas and objectives in the foreground.
  - **Position Statement**
  - **Positioning Statement**
  - **Mission Statement**

UNIVERSITÄT SALZBURG

5

Key Questions

- What is your business?
- What market and product areas do you cover?
- What long-term company objectives have you targeted?

UNIVERSITÄT SALZBURG

6

Product

- Innovative product
- Clearly outline idea and its benefits for customers
- Provide information on the development of the product as well as production requirements.

- Customer benefits/customer advantages
  - **Describe the function which the product fulfils,**
  - **Benefits the customer can derive from it.**
  - **Cost savings**

- Assess your competitors' offers applying the same criteria. If you are offering several innovative products, break your ideas down into sensible business areas, e.g. according to products or customers. Separate the business areas from one another.

UNIVERSITÄT
SALZBURG

7

Product

- Status of development
- Try to avoid technical details and explain everything as vividly as possible.
- If it will make your product more easily comprehensible, include a photo or drawing of it in the business plan (Prototyp).
- Discuss protection against imitation or copying (patents or copyrights on samples).
- Legislative requirements concerning products.
- Describe which legal licences you already have, which ones you have applied for or are going to apply for.

UNIVERSITÄT
SALZBURG

8

Key Questions

- Which target customers are you addressing?
- What are those customers' requirements?
- What function does your product fulfill in this context?
- What is still required in order to realize these customer advantages?
- What partnerships are required to fully realize the customer advantages?
- What competitor products already exist or are in the development stage?

UNIVERSITÄT SALZBURG

9

Key Questions

- What is the current sate of technology?
- To what extent is your idea innovative?
- What are the reasons why your product or comparable competitive products are not yet on the market?
- At what stage of development is your product?
- Do you have patents or license rights?
- Has your product been licensed under law?

UNIVERSITÄT SALZBURG

10

Recommended Scope

Main elements	Stage 1
Executive summary	1
Company	1
Product or service	4
Branch & market	
Marketing	
Management & key persons	
Sales planning	
Chances & risks	
Five-year plan	
Financial requirements	
Total	6

UNIVERSITÄT
SALZBURG

11