



Innovative Business Plan  
for the project  
« Project name »

Graphic element  
<< logo, product photo, figurative mark  
or other appropriate graphic element >>

<< First and last name of the individual and/or  
name of the legal entity for which the business plan is prepared >>

<< Place, dd.mm.yyyy. >>

### IMPORTANT NOTE

- When completed, fully developed business plan represents authorship that must be taken into account when using. If you are hiring the consultant or a specialized institution, don't forget to contractually regulate copyrights.
- Fully developed business plan contains information that potentially have significant financial value. When using and distributing printed and electronic versions of the plan refer to the confidentiality of information. There are several important instruments of keeping information confidential.
  - Professional secrecy
  - The signing of the declaration of confidentiality
  - The signing of the contract which governs the data confidentiality. If existing employment contracts don't have directives of information confidentiality and non-competition, data confidentiality is potentially compromised.
- Fully developed business plan is generally reliable in conditions that were valid in the time of its making. If there is a change in internal and/or external influencing factors, it is necessary to correct the business plan.
- The reliability of the business plan in a large extent depends on the quality and reliability of the data inputted that were collected before and during the making of the plan. From this reason comes the responsibility of the person who is responsible for this task.



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Cross-border Co-operation Programme  
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**BUSINESS PLAN SUMMARY** - recommended 1-2 pages

<b>BUSINESS IDEA:</b>	<i>For total clarity make sure to use generic and commercial terms of products and services in heading! For example, kefir production from goat milk - KAVKAZ ELIXIR®</i>	
<b>HOLDER/ CONTACT INFORMATION:</b>	<i>First and last name of the individual or legal entity name</i>	
	<i>Contact details / Address / Phone / Fax / e-mail</i>	
<b>CURRENT CONDITION:</b>	<i>For current production: - volume of production - company net value</i>	
<b>PLANNED CONDITION:</b>	<i>To put: - product or service - targeted market - unique selling proposition - strategy of protection and management of intellectual property</i>	
<b>Amount of own investment:</b>	kn/forint/EUR	
<b>Required amount and purpose of the credit:</b>	kn/forint/EUR	
<b>Credit insurance:</b>	<i>Instrument of credit insurance</i>	
<b>Capacity and repayment plan:</b>	kn/forint/EUR ( <i>amortization + net profit</i> )	
<b>Workforce plan:</b>	<i>Number and structure of new employees</i>	
<b>Performance indicators:</b>	<i>Cumulative net profit for the first 5 years of the project Internal rate of return on investment</i>	
<b>CONCLUSION:</b>	<i>Does the business venture described in this plan provides the repayment of loans, reduction of commitments and the existence of entrepreneur's family?</i>	
<b>IMPORTANT NOTES:</b>		



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## 1. INTRODUCTION

- Describe the basic characteristics of the entrepreneurial venture.
- Recommended volume: ½ page.

### 1.1. Project holder

- Describe the existing legal entity.
- Make a projection of the future legal entity.
- Provide information on key individuals – attach a resume of key individuals in the EUROPASS format in the attachment of the business plan
- Recommended volume: ½ page

### 1.2. Strategic determinants of the business venture

- Write a mission and vision.
- Define goals and objectives.
- Recommended volume: ½ page

## 2. DESCRIPTION OF THE BUSINESS IDEA

### 2.1. Description of the product/service

- Describe the product/service, product line/services and overall product/service range.
- What problem does your product or service solves to customers and what makes your offer unique?
- Bear in mind all components of the product (not just the physical product!) /services.
- Recommended volume: 1-3 pages including graphic materials

### 2.2. Description of the business model

- Select the appropriate business model for your product or service.
- Pay attention to risk management and all the entry barriers!
- Recommended volume: 1-2 pages including graphic materials



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2.3. Feasibility analysis



- Perform a weighted SWOT analysis.
- Perform a compact TOWS analysis.
- Recommended volume: 1-2 pages.
- If necessary, copy appropriate tables prepared in other programs.

*SWOT analysis*

<i>STRENGTHS</i>		<i>WEAKNESSES</i>	
<i>OPPORTUNITIES</i>		<i>THREATS</i>	

*Compact TOWS matrix*

	<i>OPPORTUNITIES</i>	<i>THREATS</i>
<i>STRENGTHS</i>	<i>how to best use strengths to maximize opportunities</i>	<i>how to best use strengths to minimize threats</i>
<i>WEAKNESSES</i>	<i>how to best take advantage of opportunities to minimize weaknesses</i>	<i>how to best minimize weaknesses by avoiding threats.</i>

*If necessary, add new rows to the table.*



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#### 2.4. Technical and technological analysis of the project

- *Create an overview of the state of the art.*
- *Select technology and describe the technological process.*
- *Recommended volume: 3-5 pages including graphic materials.*

#### 2.5. Business organization

- *Describe the way you organize business.*
- *Select and explain the organization form of business.*
- *Determine the number and structure of employees.*
- *Recommended volume: 1 page including graphic materials.*



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### 3. MARKETING PLAN



#### 3.1. Market analysis

- *Collect relevant background/secondary information about the product, suppliers, customers and competition.*
- *If necessary, conduct your own market research and perform statistical analysis of the collected information.*
- *Create market segmentation.*
- *Recommended volume: 1-2 pages including graphic material*

#### 3.2. Location analysis

- *Describe selected location and attach appropriate documentation.*
- *State the legal basis for the use and describe it (ownership, lease, or something else).*
- *Check if you are obliged to prepare an environmental impact study. If so, check out who is authorized to conduct it.*
- *Check if you have responsibility to obtain permission to carry out activities at the selected location. If so, check which institution is responsible for its issuing.*
- *Check if you are obliged to implement certain activities related to energy efficiency.*
- *Recommended volume depends on the type of business, or the amount of special regulations that apply to a specific project.*

#### 3.3. Marketing mix

- *Define 4P marketing mix.*
- *Define marketing budget.*
- *Recommended volume: 1-2 pages including graphic materials.*





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3.4. Protection of intellectual property

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- *Define names, domain names, slogans, and design graphics solutions.*
- *Conduct a preliminary search of the state of the art in the relevant intellectual property so as not to violate the rights of others.*
- *Select and explain the strategy of intellectual property protection to prevent others from violating your rights.*
- *If the business is based on licensing or franchising, it is appropriate to attach the relevant contracts in the attachment of the business plan. ***Be sure to observe the provisions governing the confidentiality of the contract!****
- *Copy the graphic elements of the planned protection or attach them in the attachment.*
- *Recommended volume: 1 page including graphic materials.*



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**4. FINANCIAL PLAN**



**4.1. PROJECT INVESTMENTS BUDGET**

- Describe the basic means you are buying.
- Define the amount of permanent working capital (TOS).
- Provide the resources that you already own and are possibly investing as a business asset.
- Recommended volume: 1/2 page
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.

**The total estimated value of investment**

No.	Investment structure	Total investment	%
<b>1</b>	<b>Capital assets</b>		
1.1.	Initial funding		
1.2.	Lands and buildings		
1.3.	Equipment		
1.4.	Research and development		
<b>2.</b>	<b>Working capital</b>		
<b>The total project investment</b>			

**Equipment list**

No.	Equipment	Value
	<b>TOTAL</b>	<b>0</b>



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4.2. SOURCE OF FINANCING



- Provide sources, amounts and dynamic of investment funds.
- Recommended volume: ½ page
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.

**Sources of finance for project**

No.	Sources of finances	Amount - kn/forint/EUR	%
<b>1.</b>	<b>External sources of finance</b>		
	<i>Bank loan</i>		
<b>2.</b>	<b>Other sources of finance</b>		
<b>3.</b>	<b>Internal sources of finance</b>		
<b>Total</b>			



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**4.3. CALCULATION OF CREDIT REPAYMENT**



- Attach a repayment plan if the investment is financed by loan.
- Recommended volume: 1 page.
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.
- In the making of this part of the business plan you can use Internet services that banks provide clients for preliminary assessment of the loan.

**Calculation of credit**

Year of repayment	Quarter	Debt amount	The amount of interest rate	Payment	Annuity	Annual interest rate	Annual annuity
1.	I						
	II						
	III						
	IV						
2.	I						
	II						
	III						
	IV						
3.	I						
	II						
	III						
	IV						
4.	I						
	II						
	III						
	IV						
5.	I						
	II						
	III						
	III						
<b>Total</b>							



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4.4. TOTAL BUSINESS EXPENSES



- Provide fixed and variable costs for the first five years of operation.
- Recommended volume: 1 page
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.

**Business expenses**

No	Business expenses	I.	II.	III.	IV.	V.
<b>1.</b>	<b>Material expenses</b>					
	Working material					
	Utilities (electricity, heating)					
	Packaging expenses					
	Cleaning expenses					
	Office inventory					
	Name of cost					
	Name of cost					
	Name of cost					
	Name of cost					
<b>2.</b>	<b>Other material expenses</b>					
<b>3.</b>	<b>Services</b>					
	Production services (cooperation)					
	Accounting and legal services					
	Advertising, promotion and trade fairs services					
	Phone services					
	Market research services					
	Utilities (garbage collection, water...)					
	Name of cost					
	Name of cost					
	Name of cost					
	Name of cost					
<b>4.</b>	<b>Other services</b>					
<b>5.</b>	<b>Salaries</b>					
<b>6.</b>	<b>Amortization</b>					
	Material assets					
	Immaterial assets					
<b>7.</b>	<b>*Other business expenses</b>					
	<b>Total business expenses</b>					



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4.5. TOTAL BUSINESS INCOME



- Create a projection of revenue for the first five years of operation.
- Recommended volume: 1 page
- Keep in mind that the 500g and 1000g packaging of the same pasta are two products in the table of income and that they can have a different price unit.
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.

**Revenue projection**

No.	Product / service	I.	II.	III.	IV.	V.
<b>1.</b>	<b>Revenue from product</b>					
	Product 1*					
	Product 2*					
	Product 3*					
<b>2.</b>	<b>Revenue from services</b>					
	Service 1**					
	Service 2**					
	Service 3**					
<b>Total income</b>						

**4.6. PROJECTION OF PROFIT AND LOSS ACCOUNT**

- Create a projection of profit and loss account for the first five years of operation.
- Keep track of the tax benefits when calculating net profit.
- Recommended volume: 1 page.
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.

**Profit and loss account**

Items	Yearly amount				
	I.	II.	III.	IV.	V.
<b>Total revenue</b>					
<b>Total expenses</b>					
Material expenses					
Other material expenses					
Services					
Other expenses for services					
Salaries					
Other business expenses					
<b>Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)</b>					
Amortization					
<b>Earnings Before Interest and Tax (EBIT)</b>					
Interests					
<b>Earnings before taxes (EBT)</b>					
<b>Income tax ( __%)</b>					
<b>Earnings after tax (EAT)</b>					



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4.7. CASH FLOW DURING THE FIRST BUSINESS YEAR



Business month Calendar month	Business subject:												kn/forint/EUR				
	1. I	2. II	3. III	4. IV	5. V	6. VI	7. VII	8. VIII	9. IX	10. X	11. XI	12. XII					
Return	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sales of goods and services																	
-																	
-																	
Premiums and incentives																	
Loans																	
Other income																	
TOTAL INCOME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Material costs																	
-																	
-																	
-																	
-																	
Utilities																	
-																	
-																	
-																	
Services from others																	
-																	
-																	
-																	
Gross salaries of employees																	
Seasonal labor																	
Loan repayment																	
Other costs																	
-																	
-																	
TOTAL COSTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BALANCE OF CURRENT MONTH (transfer)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Note: the business venture can start in any month and in that case, the header must be adjusted according with the pace of business.

Date of preparation: dd-mm-gggg



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#### 4.8. SENSITIVITY ANALYSIS

- Conduct a sensitivity analysis which includes changes in:
  - revenue for -5%
  - expenses for +5%
  - simultaneous change of revenue for -5% and expenses for +5%
- Repeat the analysis on the level of change  $\pm 10\%$  and  $\pm 20\%$ .
- Recommended volume: 1/2 page.
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.

##### Sensitivity analysis

		Yearly amount				
		I.	II.	III.	IV.	V.
<b>A</b>	<b>Revenue -5%</b>					
<b>B</b>	<b>Expenses +5%</b>					
<b>C</b>	<b>Revenue -5% &amp; Expenses +5%</b>					

		Yearly amount				
		I.	II.	III.	IV.	V.
<b>A</b>	<b>Revenue -10%</b>					
<b>B</b>	<b>Expenses +10%</b>					
<b>C</b>	<b>Revenue -10% &amp; Expenses +10%</b>					

		Yearly amount				
		I.	II.	III.	IV.	V.
<b>A</b>	<b>Revenue -20%</b>					
<b>B</b>	<b>Expenses +20%</b>					
<b>C</b>	<b>Revenue -20% &amp; Revenue +20%</b>					





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#### 4.9. BUSINESS PERFORMANCE INDICATORS



Development of dual training and introduction of tertiary systems in the field of mechanical engineering and electrical engineering professions

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- Calculate the appropriate static performance indicators of probability, liquidity, risk and solvency and effectiveness in the use of property
- Calculate the internal rate of return as a dynamic indicator of business performance.
- Recommended volume: 1/2 page.
- If necessary, copy the table from a spreadsheet. To be able to correct any possible errors, copy it as <object>, not as <picture>.
- To calculate performance indicators consult university textbook INNOVATIVE<sup>3</sup> ENTREPRENEURSHIP.

#### 5. CONCLUSION

- Write the conclusion of 4 paragraphs:
  - conclusion of technological feasibility of the project
  - conclusion of marketing feasibility of the project
  - conclusion of financial feasibility of the project
  - overall rating of the project and recommendations for the project realization
- Recommended volume: 1 page.
- Note: in the conclusion the information and data never appear for the first time. Conclusion serves to highlight the most important information shown previously.

#### 6. ATTACHMENTS

- Documents that prove the establishment of a trade or business, letters of intent, preliminary agreements, contracts, bids, budgets, ownership documents for the property on which the production is organized and possibly guarantee the repayment of loans, construction documents, concessions, authorizations, protection of intellectual property rights documents, market research results, diplomas and other evidence of professional qualifications, recommendations and any other documentation that supports the allegations of the author of the business plan.
- For existing companies it is possible to attach financial documents with data on past operations (profit and loss account, balance sheet and cash flow).
- For new entrepreneurs it is possible to create projections of these documents.
- Recommended volume depends on the amount of **actually required** documents for attachment.