

Suggested Structure and Contents of a Business Plan for an SSF Application

1. Executive Summary

No more than 2 pages.

2. Background / History of the Project

Provide a brief history of the project. Who are its promoters? Who are its entrepreneurs? Who finances the project? Who plays which role? (Attach CV of responsible persons).

3. Planned Activity

Production of X. Provision of Y services. Business model. Comprehensive description.

4. Markets, Clients, Competition

- Market potential. Demand. Marketing and selling strategy. To whom do you sell? Which products to which target group? Planned quantities? At which price? Which after sales services are offered?
- Distribution of goods and services. How do the clients pay?
- Who are the competitors? What do they offer? At which price? Anticipated competition for the future.
- Government intervention in the market (for example price restrictions, subsidies for state-owned competitors).

5. Production

Concise description of the process.

- Materials/parts to be bought. Quantities. Suppliers. Price. Are supplies secured?
- Necessary and available facilities (e.g. description of size and state of buildings and equipment available, refurbishment to be done). Investment needed.
- Labor force and qualification required and available. What kind of additional staff training is needed?
- Production capacity. Planned performance.
- Maintenance.
- Safety requirements.

6. Organization

- Who are the owners? Who are the managers?
- Organizational structure
- Staff: how many staff members will be allocated to sales, production, procurement, administration, management? Planned staff development. Personnel costs.

- Insurance issues (social security, working accidents, etc.). Particulars of the Labor Law.

7. Conditions

- Legal situation, for example property rights, protection of intellectual property, permits and licenses required. Possible lease contracts. Duration of licenses and lease contracts.
- Customs regulations (import of machines and materials, export of products).
- Security.
- Water and power supply.
- Transportation.
- Liability issues (insurance?).

8. Environmental Issues

What impact does the project have on the environment (effluents, waste, fumes, odors, noise, water and energy consumption)? Risks (for example from use of hazardous materials) and their mitigation. Historic contamination of land (past use of the site, liability of the new owner!). Does the project include a clean-up of existing environmental contamination? Application of clean technology.

9. Financial Planning

(For the following 4 to 5 years)

- a) Budget (projected income statements)
- b) Necessary Investments
- c) Cash Flow Projections - Show how the loan will be repaid!
- d) Funding Required (equity, loans)
- e) Projected Balance Sheets
- f) Important Ratios (liquidity, equity to balance sheet total, margins, profitability, etc.)

10. Financial Statements of the Investors

Attach the latest audited financial statements of each anticipated borrower and investor.

Before submitting the formal application, you may send a draft of your business plan to the SSF manager who will provide you with guidance and advice on improving the document.