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**BPW
2025**

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BPW 2025

Seminarprogramm Berlin



How to Write a Business Plan An Introductory Guide

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manus ordinans
UNTERNEHMENSBERATUNG

Introduction and Rough Draft

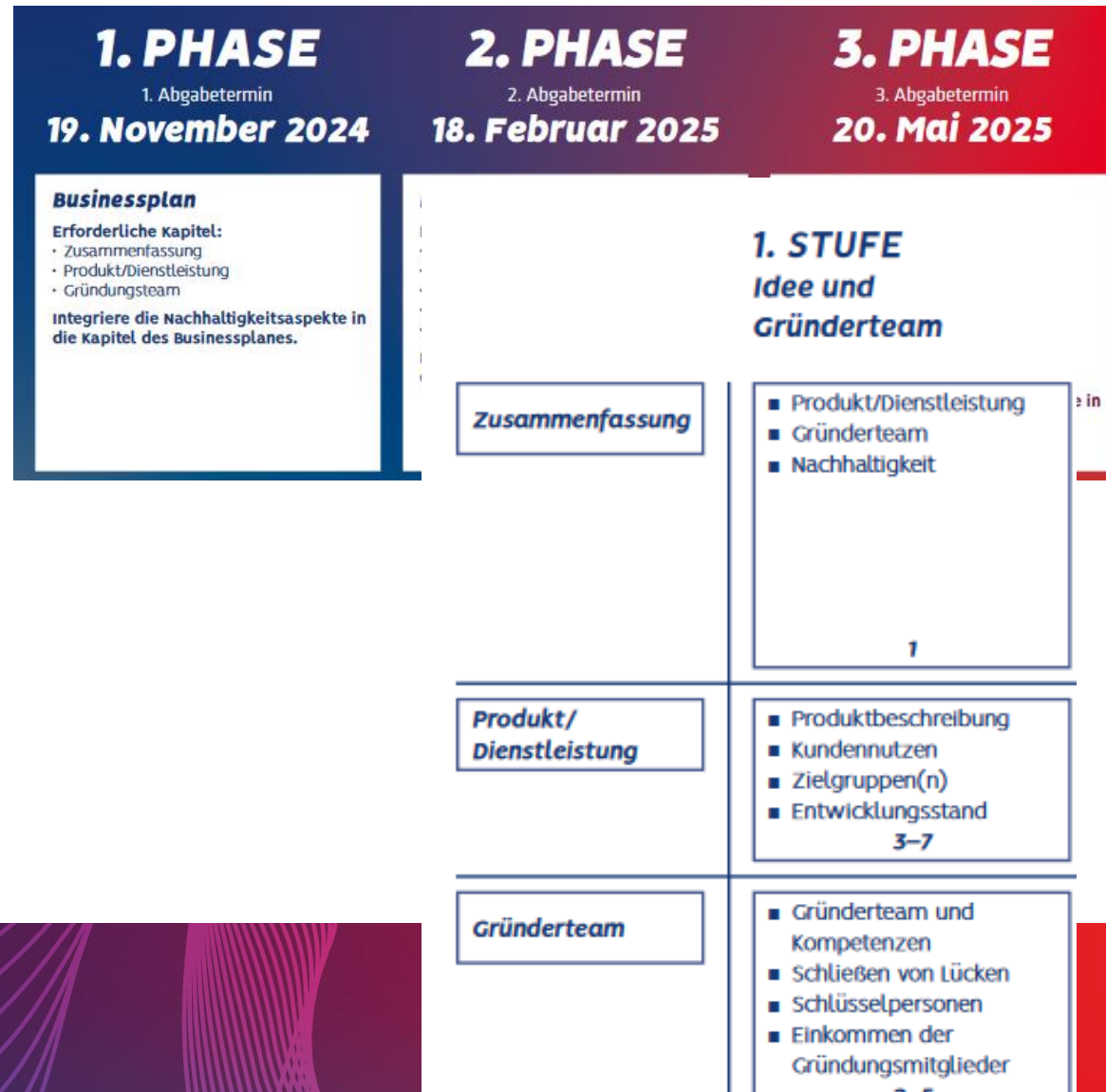


Business Plan

1. Business Proposition: summary
2. Value Proposition
3. Entrepreneur / Entrepreneurial Team
4. Market Analysis
5. Marketing Mix
6. Business System and Organisation
7. Milestones
8. Chances and Risks
9. Financing Plan (Appendices)

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Bankable Business Plan



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Investment Plan & Capital Requirements, Revenues and Viability Plan & Liquidity Plan, 3 Fiscal Yrs
Curriculum Vitae, References, Qualification, Optional: (Pre-)Contracts like a Rental, Lease, or
Purchase Contract

Assessment criteria

Summary	Stage	1	2	3
Does it include significant summarising statements on the following ...		■	■	■
... product/service?		■	■	■
... USP?		■	■	■
... client benefit?		■	■	■
... founders?		■	■	■
... target audiences?			■	■
... industry development?			■	■
... the added environmental and societal value of the business plan?				■
... capital requirements?				■
Were clear sustainability goals formulated for the business concept and explained how compliance is ensured?		■	■	■
Is the summary concise and able to spark the reader's interest?		■	■	■
Is the summary an appropriate length?		■	■	■

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Chapter 2: Value Proposition



Contents

2.1 Value Proposition

2.2 Target Groups and Customer Values

2.3 USP - Unique Selling Point/Unique Selling Proposition

Chapter 2: Products / Services



2.1 Value Proposition

Explain your business idea:

Name and describe each of your services/products by its main characteristics.

Describe your business premises if interesting for (potential) customers. What are your opening hours/office hour? (easy) accessibility to contacts.

What is the additional service you provide to the customer etc.

2.2 Target Groups and Customer Values

Describe each B2B and/or B2C target group by socio-demographic parameters, geographical criteria, and psychological criteria.

Name customer benefits for each proposition and target group where appropriate.

2.3 Unique Selling Point

What is the innovative aspect of your business idea?

Unique Selling Point

Innovative aspect of your idea
Main features of your product

Why should a client buy my product instead of the competitors' products?

Which of the customer demands is highlighted here?

Additional benefit for your customers your competitors do not offer.

Name features that make your proposition unique in comparison to your competitors' items.

Examples

- Quality differences/packages for services & price
- Innovation / new elements
- Cost leadership

Products/Customer Service

Describe/structure your value proposition in a way that everyone understands what is available

What does it look like? What do you sell?

What can your client buy?

What are your core competencies, your strengths?

Differentiate clearly between your (various) offers by describing their characteristic features

Business Idea

....

People with the same needs, desires or problems are part of one target group. What are their needs? Differentiate between your Target groups by **characterizing each target group** with regard to the following aspects:

B2C or B2B

Socio-demographic criteria

family / personal status
age, sex, income

Geographical criteria

What is the range you aim at for each product/service? city, countryside, region, nation, continent, the planet

Psychological criteria

- Means the attitude and values that influence the consumer's behaviour
- Means preferences, awareness of status, openness, aesthetical sense etc.

Customer Benefits

What do my clients/target group expect when they order sth. / hire me/purchase my product?

- Product features / What is my product able to do?
- What is my client's benefit from buying the item?
- What problems might my product solve?

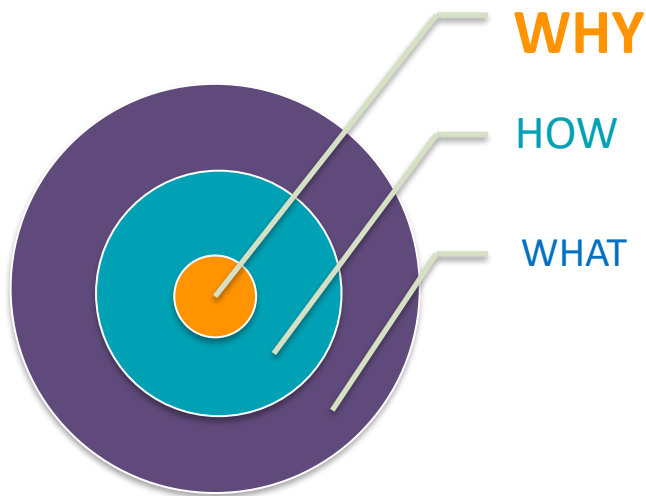
Examples

Material/immaterial profit (what in particular?), to save time and/or money, to gain prestige, for the own convenience or fun, to experience adventures, to feel more secure

(Desired) Target Groups

Inside-Out Perspective

Means your personal ambition to incorporate impact in an ecological, social, and/or economic sense. What is your (sustainable) purpose? WHY is it important for you to incorporate certain sustainable aspects in your business concept that are carried from the inside (motivation) to the outside (customers, society, the world)?



According to the golden circle by Simon Sinek

Outside-In Perspective

Means your purpose, your mission derives from or is triggered by an existing system, certificate, law or global goals like 17 sdgs by UN



<https://sdgs.un.org/goals>

Assessment criteria

Product / services	Stage	1	2	3
Is the product/service described in a way which can also be understood by non-specialists?		■	■	■
Is the USP which helps the product/service stand out from what the competitors offer clearly presented in detail?		■	■	■
Is the client benefit clearly described?		■	■	■
Is the target audience (potential clients) sufficiently defined?		■	■	■
Is the development status of the product/service reflected (e.g. prototype, market readiness, test clients, authorisations, permits, protecting the idea)?		■	■	■
Is the added environmental and societal value of the products/services clearly presented in detail?		■	■	■

1. PHASE

1. Abgabetermin

19. November 2024

Businessplan

Erforderliche Kapitel:

- Zusammenfassung
- Produkt/Dienstleistung
- Gründungsteam

integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.

2. PHASE

2. Abgabetermin

18. Februar 2025

Businessplan

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- Marketing

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3. PHASE

3. Abgabetermin

20. Mai 2025

Businessplan

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Chapter 3: Entrepreneur (Team)



Contents

3.1 Career(s)

3.2 Business Administration Knowledge

3.3 Lack of Knowledge/Skills

3.4 Motivation to Found a Business

3.5 Support from Personal Socioenvironment

Chapter 3: Entrepreneur (Team)



3.1 Career

Tell your life story(line): What skills do you have? Describe your core strengths and expertise, your (professional) qualifications you received and how that will be supportive to realise your business idea. Let the reader know about your occupational background and how your knowledge and maybe networks will help with your project.

If you plan to found a company as a team, please explain what skills/knowledge etc. you appreciate your colleagues for.

For free: <https://www.16personalities.com/>

3.2 Business Administration Knowledge

Do you have commercial knowledge? If yes, please explain your explicit knowledge with regard to the commercial tasks when running a business.

Chapter 3: Entrepreneur (Team)

3.3 Lack of Knowledge/Skills

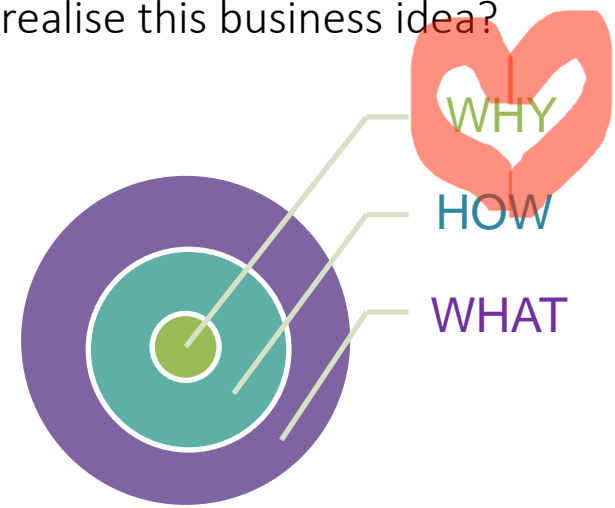
Describe which experiences and what knowledge you are missing. What will you do to reduce deficiencies. Are there any personality traits that bear the risk to interfere your project in some (which) way?

3.4 Motivation to Found a Business

Why do you want to run a business? Why do you want to realise this business idea?
Aim/Goal of founding a business => motivation

3.5 Support from Personal Socioenvironment

In what way do your family and/or friends support you?



Assessment criteria

Founders	Stage	1	2	3
Are all team members introduced (name, age, education, CVs enclosed)?		■	■	■
Is it clear from the description of professional experience and/or education that the specialist expertise required for the planned startup project is in place (relevant educational history, relevant practical experience)?		■	■	■
Have you ensured the integration of business skills into the business (e. g. education, training, key figures, external solutions)?		■	■	■

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Chapter 4: Market Analysis



Contents

4.1 Range/Area of Influence

4.2 Analysis of Markets' Developments

4.3 Target Groups' Analysis

4.4 Competitors' Analysis

Chapter 4: Market Analysis



What is it?

First research (market analysis) and constantly observing (market research) what's happening on the markets/ in the industry next

Purchasing potential => target group

Purchasing behaviour => target group

Market segmentation & market saturation => Know your markets/industries

Competing candidates => Who, How, By what?

= What is their marketing strategy? i.e. PR strategy/ image, product & price policy, place strategy and promotion policy
Watch out for *hidden champions*!

Chapter 4: Market Analysis



Why is it important to know the markets/industries?

(Startup) companies/freelancers have the opportunity to position oneself strategically on the market

An external strategy steers the development of

- Products/services to be sold

- Pricing

- Placing & distributing

- Promotion

- ⇒ Marketing strategy

Often, the marketing strategy has influence on the companies milestones.

Thus, market research is mandatory for the external strategy (chapter 2-5)

Also:

Who or **WHAT** may have influence on my success, **HOW** and **BY WHAT**?

Chapter 4: Market Analysis

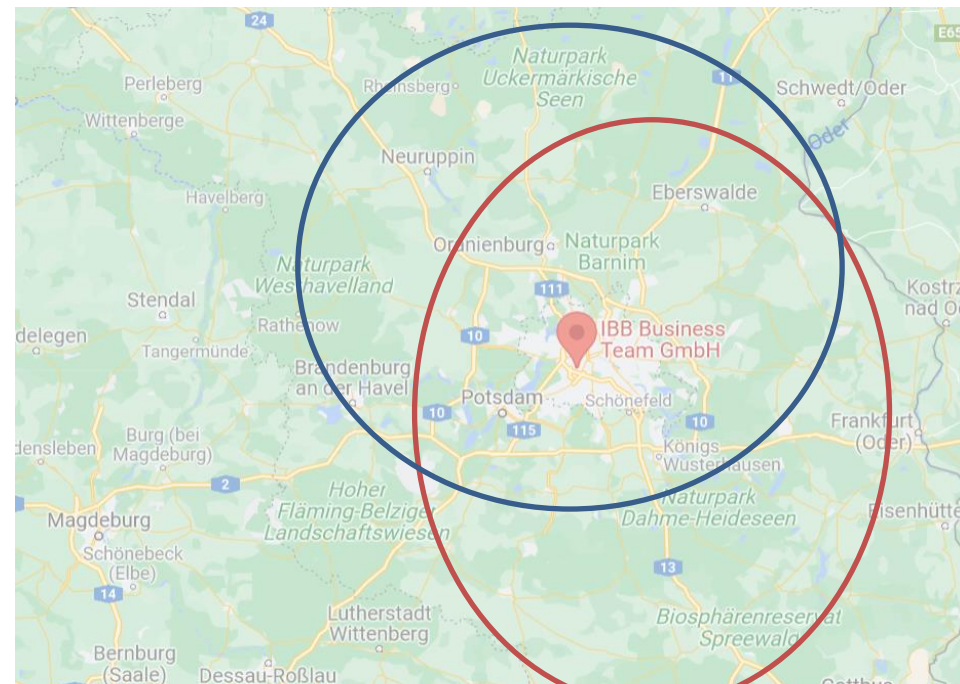
Market analysis means: Do research first. In the next step, **interpret** and **evaluate** the information found regarding

- Trends on your markets/industries
- Your (desired) target groups described in chapter 2
- Your competing candidates

4.1 Range/Area of Influence

Describe your area of influence / (digital) outreach for selling each of your services/products.

If appropriate, you may want to use a map.



Chapter 4: Market Analysis

4.2 General Analysis of Markets' Developments

Name your markets/industries. Are the markets divided in segments?

Do research on the development of the markets/industries.

⇒ Which trends can you read by the historical development?

⇒ What trends are beginning to show that could influence the demand of your products/services?

⇒ What causes growth in your line of business?

⇒ How do prices and costs develop?

If appropriate, what share in the market do you aim at?

Chapter 4: Market Analysis

4.3 Target Groups' Analysis

Do research on the target groups described in chapter 2.

⇒ Find out, if desired customers exist in your areas of influence.

⇒ Collect data, information on the customers needs, buying behaviour / factors for your customers purchase decision, purchasing potential.

⇒ Which potential customers do you have? Is there already a demand for your products/services?

When done doing research on potential buyers, compare your results with your described and preferred target groups. Judge with regards to your value proposition and (desired) target groups, if your business idea can be marketable.

Sometimes, slight changes in either your value proposition or the target group can make access to market easier. Or a business concept may be more structured and prioritised, i.e. a product/service to easily enter a market with versus a product your customer is not ready for, yet.

Chapter 4: Market Analysis

4.4 Competitors' Analysis

Do research on your competitors, **quantitative**(no.) and **qualitative** analysis.

Qualitatively, search for the following

⇒ Who are your competitors? Name them.

⇒ Collect data on competitors' value propositions, range of influence, marketing strategies (price, product, place, promotion), target groups

You may question for example

- What do comparable products/services cost?
- Which channels of distribution do your competitors use?
- Which marketing strategies are being used by your competitors?
- Who are their customers?

When done doing research on competing candidates, compare your results with your business concept. Judge if your business idea can still be marketable.

Chapter 4: Market Analysis



sources

Statistisches Bundesamt: https://www.destatis.de/DE/Home/_inhalt.html

<https://de.statista.com/>

<https://www.gallup.com/home.aspx>

<https://www.statistik-berlin-brandenburg.de/>

Branchenbriefe (der VR Banken): <https://www.vr-bankmodul.de/wbplus/vr-gruendungskonzept/index.php?bankname=&blz=000>

Assessment criteria

Market analysis	Stage	1	2	3
Has allocation to a market/industry taken place?			■	■
Is the development of the industry (trend) described?			■	■
Are the target audiences (potential clients) segmented and described based on suitable criteria (e.g. geographic, demographic, industry etc.)?			■	■
Are environmental and societal market requirements (client expectations, legislation etc.) reflected and taken into account?			■	■
Is the number of potential clients in the segment described estimated clearly?			■	■
Can the sales realistically and plausibly be extrapolated from the market analysis?			■	■
Is the competitive situation carefully analysed?			■	■
Are the statements backed up by reasonable sources?			■	■

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Chapter 5: Marketing Mix 4 Ps

Product
Policy

Price
Policy

Promotion
Strategy

Place
Strategy

Chapter 5: Marketing Mix 4 Ps

Think of a sneaker producer. How have you experienced their products so far?

Product Policy

- a) Exclusive, selected products/services
- b) Mass merchandise

Price Policy

- a) high-priced
- b) low-priced
- c) customer oriented prices

Promotion Strategy

- a) emotional vs. objective
- b) aggressive vs. restrained/shy
- c) offensive vs. hidden

Place Strategy

- a) Long distance transaction/ship to customer
- b) Customer buys in store/ at seller's place

Chapter 5: Marketing Mix

5.1 Product Policy

Please describe your product strategy for each service and/or product: Do you want to offer universal services/products or will you provide a more selective approach with regards to the customer's individual needs?

You may want to answer the following:

Name your main products.

Possible extra products and services.

Quality of each of your product.

Describe the design of the products.

How will your products be packaged?

Do you offer any other customer service? Does it cost the customer?



Product
Policy

Chapter 5: Marketing Mix

5.2 Pricing Policy

Please explain your pricing strategy for each product/service. It may be a high-priced, medium-priced or low-priced strategy compared with your competitors (market analysis).

With regards to your pricing policy, do you want to achieve a quick market entry by, for instance, offering low prices or will you use a different strategy to reach which goal?

What is your payment strategy? Describe your conditions, terms of payment, discounts etc.

You may want to think of the following:

What is the general price orientation on the market?

Price levels / packages

Price differentiation

Price campaign

Margins according to price level

Terms of payment, guarantee



Price
Policy

Chapter 5: Marketing Mix

Promotion Strategy

5.3 Promotion Strategy

Brand awareness: Are your services/products well known?

Describe your communications strategy: corporate design, strategy for a corporate identity, language, pictures, materials, channels used to make your offer a well know business at your target groups.

Differentiate in your strategy for **customer acquisition** and your strategy to **develop brand loyalty**.

You may want to think of the following:

Describe your **design** (corporate design, colours, logo, etc.) and **the effects aimed at**.

Describe your **advertisement strategy** (adverts, flyer, web site, mailings, customer recommendation, etc.) and the **channels** used (personal sale, the Internet).

If appropriate, name **sales promotion aids** (fairs, cooperative advertising, decoration opportunities, events, merchandising campaigns, product presentation, etc.).

Do you need a PR strategy? The main aim of **public relations** is to enhance or build up a reputation of trust in the public view of your company (working with press- and (social) media).

Chapter 5: Marketing Mix

5.4 Place Strategy

Describe your **distribution processes** of products sold/services rendered.

Which target groups can be reached by which **channel of distribution**?

You may want to think of the following:

Describe the **process** to fulfil an order and chain **of distribution** (chapter 5.1 workflow management)

Regarding **procurement and logistics (P&L)**, what do you need (internal structure and capacities/use of external resources)?

i.e., do you need storage room?

What do you need stock for?

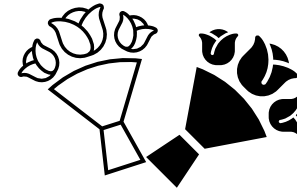
Place
Strategy

Assessment criteria

Marketing	Stage	1	2	3
Are the pricing considerations understandable?			■	■
Is there a sufficient basis for plausible calculation of planned turnover (quantity x price)?			■	■
Are the communications activities tailored to the target audiences?			■	■
Are additional communications activities planned with regard to sustainable business development (e.g. environmental advantages of the products/services)?			■	■
Are the selected sales channels clearly described?			■	■
Are the measures for market entry plausibly presented?			■	■

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Congratulations
You got your external business strategy.



-
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Chapter 6: Organisation



Contents

6.1 Organisational & Operational Structure

6.2 Calculation of Prices and Revenues

6.3 Partners/Cooperations/Networks

6.4 Employees

Chapter 6: Organisation



Legal form

natural person (e.g. sole trader enterprise, freelancer, company constituted under civil law (GbR, Partnergesellschaft (freelancers))

- liability,
- right of co-determination,
- bookkeeping

vs.

corporate entity

limited company (GmbH, UG),
public limited company [AG],
registered association (e.V.);

Founding date vs. opening date

What **resources/capacities** are needed?

- legal matters (GTCs, data protection etc.)
- Bookkeeping (do it on my own or got employees for that vs. tax accountant)
- insurances (for example: liability, contents insurance)

Choice of location: consider which location factors are relevant for your business (i.e. low rent, barrier free access, transport connection, facility requirements (technical, room size))

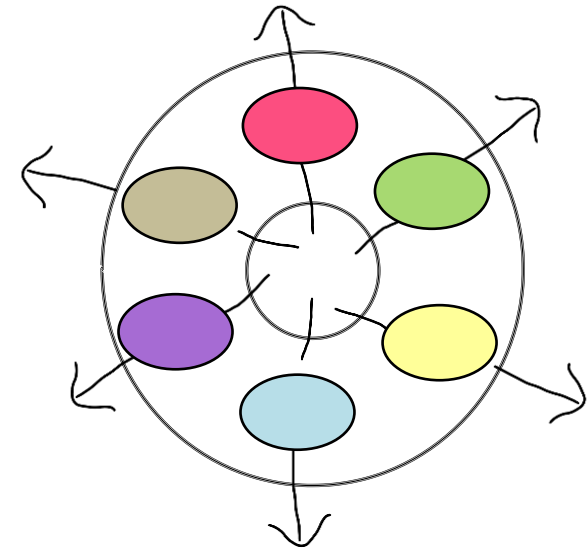
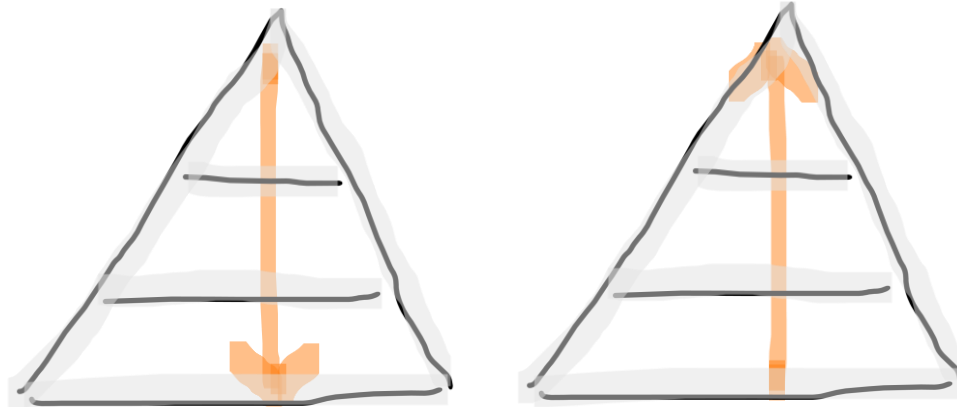
Chapter 6: Organisation

6.1 Organisational & Operational Structure

Organisational Structure

Describe your company organisation structure: vertical and horizontal.

Company organisation structure (vertical structure)

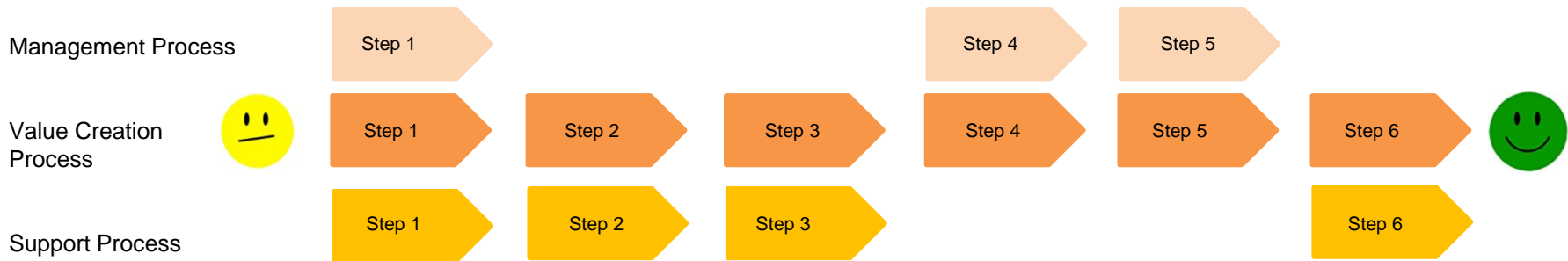


Chapter 6: Organisation

6.1 Organisational & Operational Structure

Operational Structure

Workflow management (horizontal structure)



<https://www.frevvo.com/blog/workflow-examples/>

Chapter 6: Organisation

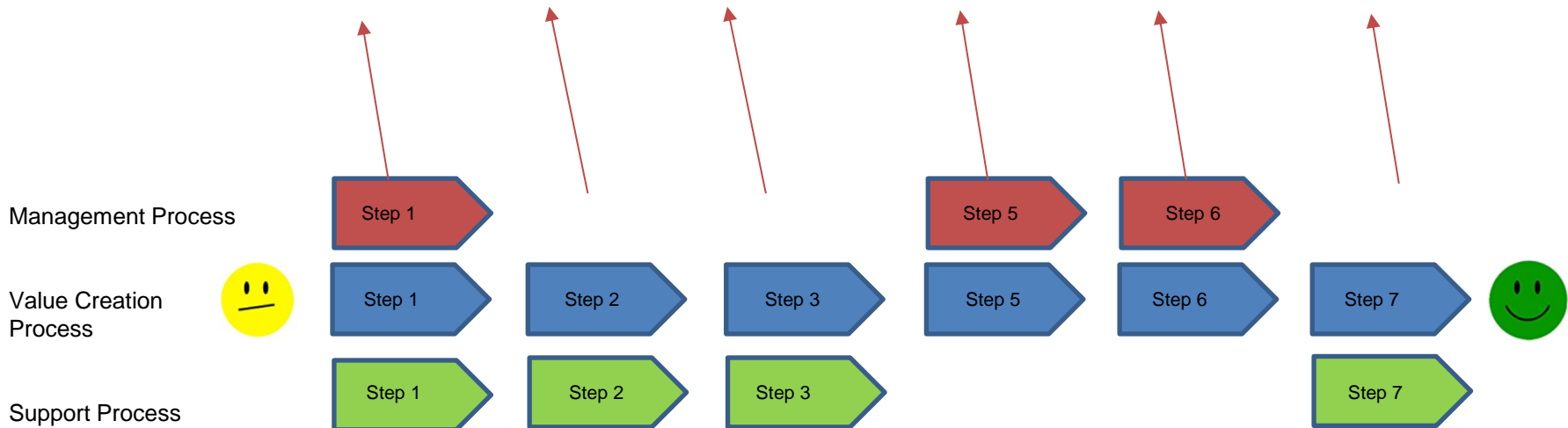
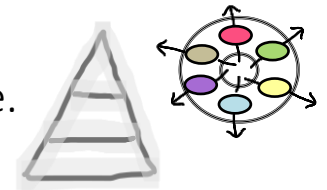
6.1 Organisational & Operational Structure

Recommendation how to detect and define your structure:

Name all tasks your company needs to have done to create a value creation process.

Second, cluster all tasks and find headlines.

Third, check if all clusters are considered in your organisational structure.



Chapter 6: Organisation



6.2 Calculation of Prices and Revenues

The chapter serves as explanation of your financial plans in the appendices.

Please explain the **statistical calculation of your possible maximum annual revenues**.

If you plan to sell products, list the retail/sales price and purchasing price. The balance of sales price and purchasing price sums up to the **gross profit**.

Please describe your **average cost structure** (fixed/variable) and **expected profits**. When do you plan to hit the **break even point**?

Are there **peak-seasons and off-seasons** with regards to the markets?

Chapter 6: Organisation

6.2 Calculation of Prices and Revenues

Example for the calculation of a freelancer's **statistical calculation of your possible maximum annual revenues.**

Calculation of max annual revenues for a freelancer:

Freelancer: 1month = 4.33 weeks, 6 weeks/year off for holidays, being sick, vacation

A year=12months => 0.5 weeks/month => 3.83 weeks/month

25 hours/ a week being booked= 3.83 weeks*25hours*100€/hour= 9.575€ net/month in average=9.575€ net/month*12 months = 114.900€ net/year

Calculation for cost coverage

Revenue	100.000€	=> 2 month project, part time (50%)
- costs, fixed	10.000€	one month rent, one month leasing, car...
- costs, project related	40.000€	e.g. material
- Depreciation 1 month	500€	
Sum:	45.000€	

Chapter 6: Organisation

6.3 Partners/Cooperations/Networking

If you plan to work with partners/subcontractors, list the activities fulfilled by others. If you already know with whom you like to cooperate, please name the company or person and the advantage of the cooperation.

6.4 Employees

Please list, how many employees do you plan for which activities.

Describe qualifications and skill mandatory to do the job and the activities that need to be done when doing the job.

Please let the reader know when you will be hiring and explain your calculation of the salaries.

In Germany: net salary of employee + 23% additional costs for employers = staff costs

Please explain how you plan to acquire employees and/ or, if you already did so, please list for which job you already hired.

Assessment criteria



Business and organisation	Stage	1	2	3
Are all value-creating activities in the business (which earn money) clearly described?				■
Are the most important functions in the business mentioned?				■
Are people assigned to these functions?				■
Is the personnel plan appropriate?				■
Are the most significant milestones in the business's development described?				■
Does the decision on location appear justified and understandable?				■
Are legal and ownership structures described transparently?				■
Are relevant areas of activity for sustainable business development described clearly (e.g. environmental/sustainability management, employee identification with the business, sustainability as part of the business culture and values)?				■

1. PHASE

1. Abgabetermin

19. November 2024

Businessplan

Erforderliche Kapitel:

- Zusammenfassung
- Produkt/Dienstleistung
- Gründungsteam

Integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.

2. PHASE

2. Abgabetermin

18. Februar 2025

Businessplan

Erforderliche Kapitel:

- Zusammenfassung
- Produkt/Dienstleistung
- Gründungsteam
- Marktanalyse
- Marketing

Integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.

3. PHASE

3. Abgabetermin

20. Mai 2025

Businessplan

Erforderliche Kapitel:

- Zusammenfassung
- Produkt/Dienstleistung
- Gründungsteam
- Marktanalyse
- Marketing
- Unternehmensorganisation
- Finanzierung/Finanzplanung

Integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.

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Bankable Business Plan



1. Business Proposition: summary
2. Value Proposition
3. Entrepreneur / Entrepreneurial Team
4. Market Analysis
5. Marketing Mix
6. Business System and Organisation
- 7. Milestones**
- 8. Chances and Risks**
9. Financing Plan (Appendices)

Appendix

Investment Plan & Capital Requirements, Revenues and Viability Plan & Liquidity Plan, 3 Fiscal Yrs
Curriculum Vitae, References, Qualification, Optional: (Pre-)Contracts like a Rental, Lease, or
Purchase Contract

Chapter 7: Milestones & Chapter 8: Chances & Risks

Milestones & chances/risks are usually pretty clear in one's mind when getting to these points in a business plan.

You may want to check on your milestones with regards to your vision, aims and motivation.
(chapter 2 & 3)

Chapter 7: Milestones

7.1 Short-Term Milestones

Goals in the first 3 fiscal years after year of foundation. Name your milestones as well as costs and date of realisation (month/year)

Describe your **planned achievements** for the next 3 years (turnover, employees, subsidiaries, location, trading area) **including resources** needed.

7.2 Mid-Term Milestones

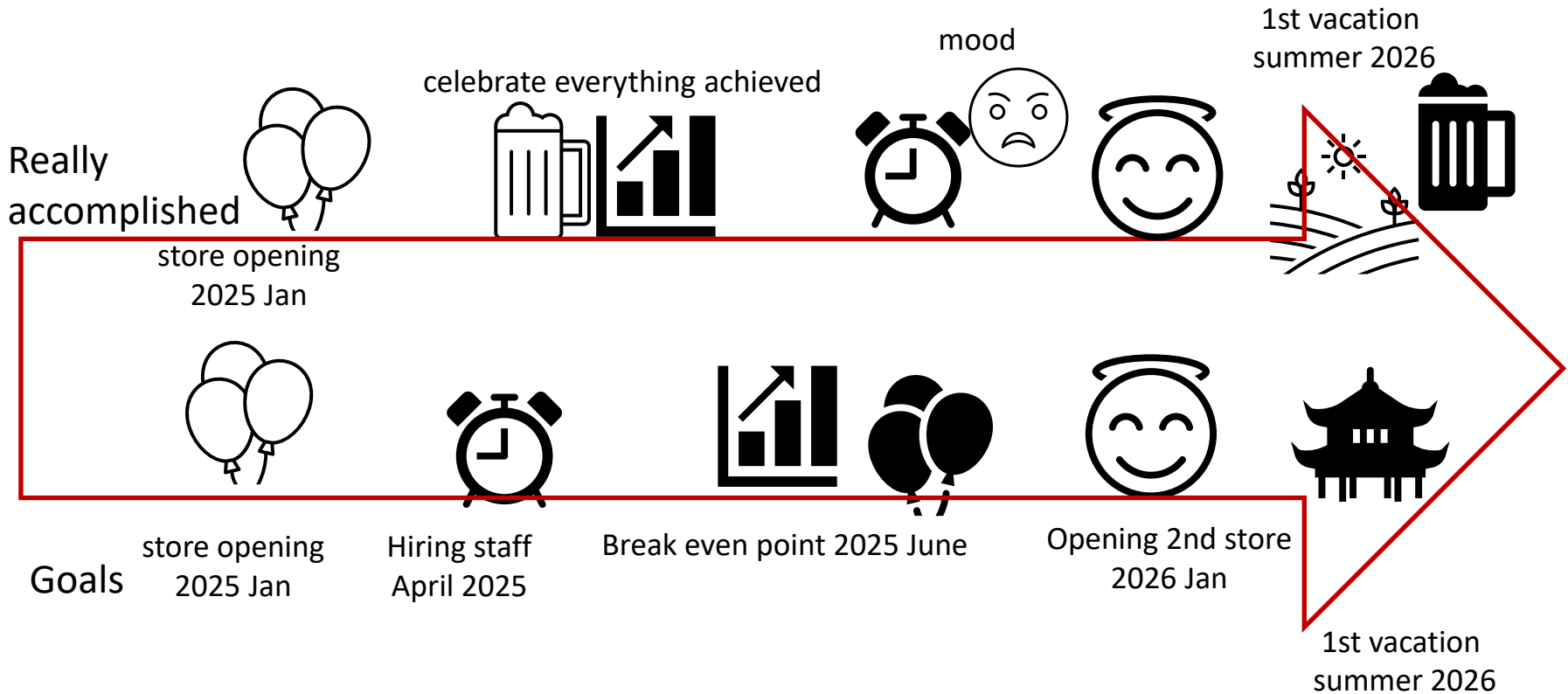
Mid-term milestones consider **goals** you want to achieve **in** about **the next 5 to 7 years**. Name all milestones. If necessary, describe expected effects for your business, your clients, the environment etc.

7.3. Long-Term Milestones

Do you have any **visions**? Can you already outline them? You can write it down or may want to draw a picture. Do you have **specific plans** for in approx. 10 years after year of foundation (or even later then that)? Describe them.

Chapter 7: Milestones

Recommendation: Target-Actual Comparison



Chapter 8: Milestones



Recommendation: SWOT Analysis

8.1 Chances

What chances do you see personally and professionally in founding a company with the concept described?

8.2 Risks

Name the risks in founding a company with that concept and think of measures and activities to either prevent you and your business from the risk or to avert the risk.

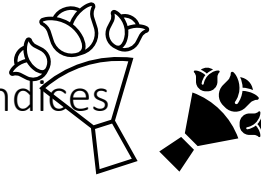
Please also think about how to provide capital surplus in case your start-up phase takes longer than estimated.

Bankable Business Plan

1. Business Proposition: summary
2. Value Proposition
3. Entrepreneur / Entrepreneurial Team
4. Market Analysis
5. Marketing Mix
6. Business System and Organisation
- ~~7. Milestones~~

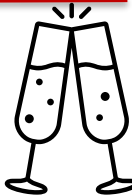
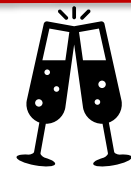
8. Chances and Risks

9. Financing Plan (Appendices



Congratulations

**You got your internal business strategy
and are capable of performing your external strategy**



Appendix

Investment Plan & Capital Requirements, Revenues and Viability Plan & Liquidity Plan, 3 Fiscal Yrs
Curriculum Vitae, References, Qualification, Optional: (Pre-)Contracts like a Rental, Lease, or
Purchase Contract

Chapter 9: Financing



As appendices

Investment Plan & Capital Requirements,
Revenues and Viability Plan & Liquidity Plan for 3 Fiscal Years

[Finanzierungstabelle - Downloads - BPW \(b-p-w.de\)](https://b-p-w.de/Finanzierungstabelle)

Bankable Business Plan



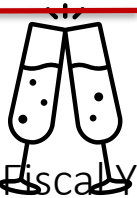
1. Business Proposition: summary
2. Value Proposition
3. Entrepreneur / Team
4. Market Analysis
5. Marketing Mix
6. Business System and Organisation
7. Milestones
8. Chances and Risks
9. Financing Plan (Appendices)

Appendix



Congratulations

You developed an economic business concept



Investment Plan & Capital Requirements, Revenues and Viability Plan & Liquidity Plan, 3 Fiscal Yrs
Curriculum Vitae, References, Qualification, Optional: (Pre-)Contracts like a Rental, Lease, or
Purchase Contract

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Assessment criteria

Financial plan and financing	Stage	1	2	3
Is the profit and loss account presented clearly (planned turnover, workforce expansion etc.)?				■
Is the liquidity plan clearly presented?				■
Are any gaps in financing (financial requirements from the liquidity plan) properly determined and have opportunities to close it been presented?				■
Are the details of when capital will be supplied to the business and from which sources plausibly presented?				■
Does the financing plan appear appropriate on the whole and does it offer long-term stability for sustainable business development?				■

1. PHASE	2. PHASE	3. PHASE
1. Abgabetermin	2. Abgabetermin	3. Abgabetermin
19. November 2024	18. Februar 2025	20. Mai 2025
<p>Businessplan</p> <p>Erforderliche Kapitel:</p> <ul style="list-style-type: none"> • Zusammenfassung • Produkt/Dienstleistung • Gründungsteam <p>integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.</p>	<p>Businessplan</p> <p>Erforderliche Kapitel:</p> <ul style="list-style-type: none"> • Zusammenfassung • Produkt/Dienstleistung • Gründungsteam • Marktanalyse • Marketing <p>integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.</p>	<p>Businessplan</p> <p>Erforderliche Kapitel:</p> <ul style="list-style-type: none"> • Zusammenfassung • Produkt/Dienstleistung • Gründungsteam • Marktanalyse • Marketing • Unternehmensorganisation • Finanzierung/Finanzplanung <p>integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.</p>

Win the Prize Money With Your Business Plan

Website: [BPW \(b-p-w.de\)](https://b-p-w.de)

1. PHASE 1. Abgabetermin 19. November 2024	2. PHASE 2. Abgabetermin 18. Februar 2025	3. PHASE 3. Abgabetermin 20. Mai 2025
Businessplan Erforderliche Kapitel: • Zusammenfassung • Produkt/Dienstleistung • Gründungsteam integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.	Businessplan Erforderliche Kapitel: • Zusammenfassung • Produkt/Dienstleistung • Gründungsteam • Marktanalyse • Marketing integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.	Businessplan Erforderliche Kapitel: • Zusammenfassung • Produkt/Dienstleistung • Gründungsteam • Marktanalyse • Marketing • Unternehmensorganisation • Finanzierung/Finanzplanung integriere die Nachhaltigkeitsaspekte in die Kapitel des Businessplanes.

Assessment criteria

Overall impression	Stage	1	2	3
Is the business plan clearly structured and formulated in a way which can also be understood by laypeople (structure, formulation, specialist terminology, supporting graphics etc.)?		■	■	■
Does the business plan (design, layout, appropriate scope) appeal to the reader?		■	■	■
Does the business plan appear coherent from a content perspective (client benefit, target audience, market segmentation, planned turnover etc.)?			■	■
Does the business plan reflect sustainable business development objectives? (See the section on sustainable business development)				■

FEEDBACK



Questions:

What have you learned?

What was surprising?

What would you do differently and do you have an idea of how?

What was missing?

To answer, you may use the chat or miro whiteboard (at the bottom)

Good Luck & Enjoy The Ride!

Best regards,



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BPW 2025

Deine Idee | Dein Konzept | Dein Unternehmen

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Förderer



Kofinanziert von der
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