

<<SOCIAL ENTERPRISE OR CONCEPT LOGO>>

<<SOCIAL ENTERPRISE OR CONCEPT NAME>>
BUSINESS PLAN

<<Prepared by: _____>>
<<Date>>

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Appendices

1. Executive Summary

Introduce promoters here, and the reason you are now preparing this Business Plan.

This section should not be completed until the business plan is written. It will highlight all milestones in the company's development over the next five years. It should sum up the following areas:

- Purpose of the plan- motivation for the business/service
- Product or service and its advantages
- Market opportunity
- Management team
- Track record, if any
- Financial projections
- Funding requirements

! Remember that potential investors often make a provisional judgement based on the executive summary, and that their decision to read the main body of the business plan will depend on the information presented here. The appendices at the back of the plan contain more detailed information to support the main text of the business plan.

2. Social Enterprise/Concept Description

Promoters and Shareholders

Description of the people involved in starting the social enterprise:

- Promoters
- Management structure and areas of responsibility
- Shareholders names, no. of shares, % shareholding and cash investment to date

Advisors

If necessary, financial, legal, and other advisors should be listed, with names, addresses and contact details.

Products and services

Explain clearly what your product or service is and what it does.

- Background to its development
- Benefits and Features
- Unique selling points
- Advantages to customers/service users
- Disadvantages or weak points
- Future developments

Long Term Aim of the Social Enterprise

State the long-term aim of the new social enterprise.

Objectives

State the specific milestones to be achieved by the social enterprise/concept over the next five years (sales, exports, employment, product development, etc.).

SWOT Analysis

Analyse the strengths and weaknesses of the social enterprise and product or service, the opportunities that exist in the marketplace, and the threats to the viability of the project. This is best done in a matrix diagram as follows:

Strengths <ul style="list-style-type: none"> • • 	Weaknesses <ul style="list-style-type: none"> • •
Opportunities <ul style="list-style-type: none"> • • 	Threats <ul style="list-style-type: none"> • •

3. Market Analysis

This section covers market research and competitor analysis. You must show that you have done the market research to justify the projections made in your business plan. It must demonstrate that there is a viable market/social need and that you can either beat the competition in the market for sales or provide a higher quality service.

Target Market

The market or societal need to which you are planning to develop the product or service. Analyse the segments of this market as follows:

- Size of each market segment
- Is the segment growing or declining?
- Characteristics of potential customers/service users in each segment

Market Trends

Analyse what is happening in the market:

- Recent changes
- Future predictions
- Drivers such as demographic changes, economic and legislative factors
- Implications for your product or service
- Your plans to meet future demands and changes in the market

Profile of Competitors

Analysis of your competitors in the market:

- What are the competing products and services?
- Profile of key players (company size, turnover, profitability etc.) and their market share
- Advantages and disadvantages of the competitors' offerings

Competitive Advantage

This is your assessment of why potential customers/service users will choose to buy your product/service in place of those profiled above. **What is your Unique Selling Point?** Advantages may include:

- Unique features
- Price
- New technologies or systems
- Better value to customers/service users in terms of efficiency or ROI (Return in Investment) or cost/benefit ratios
- Greater compatibility with existing systems
- Offering a service, experiences or product currently unaddressed/unrecognised
- Include any independent validation or case studies

Benefits to Clients

This is what your product or service provides to potential customers/service users in terms of their own business goals. Does your product or service enable them to:

- Increase sales
- Increase efficiencies
- Save money?
- Save time?
- Maximise resources?
- Reduce errors?
- Reduce downtime?
- Improve Customer/User service/experience, reduce churn, increase loyalty
- Create social value
- Meet an important social need
- Creatively respond to a complex social issue

What will buying/using your product or service actually do for the customer/service user?

4. Marketing/Sales Strategy

This section sets out your strategies for reaching your target market, arousing their interest in your product or service, and actually delivering the product or service.

Marketing Strategy

How you will position your product or service in the market and differentiate it from its competitors:

- Which segments of the market will be targeted first and why?
- How will this be developed to reach the full target market?

- How will you differentiate your product or service?
- What key benefits will be highlighted?
- What potential customers/service users have you already targeted?
- Have you a test site in operation, and what feedback is coming from this?
- What contacts can be used to generate wider awareness of your product/service?
- Who will do the marketing: staff, agency, reps?

Revenue Sources

Sales Strategy

How you will sell/offer your product or service to the target market?

- Directly
- Agent
- Sales rep
- Website
- Revenue Sharing Partners
- Social Media

Analyse for each method the costs involved, whether it will reach the intended market efficiently, the control you would retain over the pricing and positioning, the logistics, and the overall integration with your marketing strategy. State the advantages of the methods you have chosen to sell your product or service.

Pricing

How you will set the price charged for your product or service? Considerations include:

- Competitors' prices
- Level of competition in the market
- Perception of quality-price relationship by customers
- Production costs and overheads
- Chain of distribution and the added-value at each stage
- The extent to which the buyer/user can control the price
- The extent of Government, local authority or NGO support you may receive (you need to attempt to quantify this).

State how each product or service will be priced, referring to the income sources above.

Marketing and Communications Strategy

How you will promote your product or service in the marketplace?

- Advertising – where, when, how, to whom
- Public relations
- Direct marketing
- Website, social media and internet marketing
- Exhibitions and conferences
- Word of mouth

5. Research and Development

Show the intended future development of your product or service, i.e. changes to meet future market demands, etc. Also detail plans for new products or services to add to the range.

Include:

- Team/Department structure
- Methodology
- Platforms used
- Milestones to be achieved

Research and Development

What further research and development (i.e. finalising the design on your product or service) activities are required to bring your concept to market? How much are these likely to cost? Who will undertake these?

Technical Partners

List all partners, if any, and indicate nature of involvement.

Intellectual Property (IP), Patents, Copyrights, Brands

Indicate any protection available for your product or service: whether the technology can be or has been patented, whether you can avail of copyright or trademark registration, and the brand image you intend to build up as a protection against competition.

6. Staffing and Operations

This is where you will outline the intended structure of the enterprise in terms of management, number of employees, and the physical operational requirements to produce or supply the product or service.

Staffing

State what employees will be taken on over the next three years, with which skills, in which areas of the social enterprise.

Training Plans

Outline the planned employee and management development to be undertaken in order to maintain a skilled workforce. This should also tie in with the future market developments and any new product or service developments.

Operations

State the physical requirements of the social enterprise:

- Premises
- Equipment
- Production facilities
- Infrastructure
- Communications facilities

- Costs involved
- Suppliers

7. Financial Projections

Key Assumptions

This section reviews the key assumptions used in the financial projections. It is a guide to explain how key figures in the financial projections were arrived at. Included here should be items such as:

- Income sources
- Number of employees projected for each year and their intended salaries
- Projected investment in equipment and materials
- Projected R&D (Research and Development) costs
- Expected rent and rates charges
- Creditor days expected and debtor days allowed
- Expense calculations

This section should be brief and to the point. Further detail regarding these items can be placed in the Appendices.

Balance Sheets

Attach here projected balance sheets for the first three years of the company's operations.

Cashflow

Attach here a monthly cashflow prediction for the first two years of the company's operations.

9. Funding Requirements

State here the total funding requirements of the social enterprise, and how those are intended to be provided. You will also need to state the approximate breakdown of how these funds are to be spent.

Sources:

- Promoters' funds
- Bank lending
- Grants or loans from agencies
- Investment already received
- Investment sought

Required for:

- Equipment
- R&D
- Marketing

- Staffing

10. Appendices

This section is used to provide the detailed data on which the main text of the business plan is based, and to provide extra information of interest to the readers of the business plan. Items for inclusion in appendices vary from business to business, but normally include some of the following:

- Promoters' CVs
- Detailed financial assumptions
- Detailed market research findings
- Promotional literature
- Product or service information

ADAPTED FROM THE BUSINESS PLAN TEMPLATE ENTERPRISE IRELAND