

BUSINESS PLAN GUIDELINES

[If your Commercial Proposal requires 'ESA Promotion Support', a Business Plan must be attached].

[The structure below should be considered as a guideline rather than a template. Some sections and sub-sections may not be fully applicable to your project due to the significant variety and diversity that there is between potential commercial projects that are presented to ESA].

1. EXPLANATORY SUMMARY

[Please provide a one-page summary, which emphasises all reasons why ESA should grant ESA Promotion Support to your project].

2. COMPANY DESCRIPTION, FINANCIAL STATUS AND ORGANISATION

2.1 DETAILED ORGANISATION STRUCTURE

[In addition to the general information you have provided in the Commercial Proposal, please add detailed information about your company, its legal structure, its shareholders and its parent entities. The same applies to all of your partners and parties that are involved in this project. If the project is based on a co-operative agreement such as a joint-venture agreement or a consortium, a copy of this agreement should be also provided].

2.2 MARKET AND BUSINESS

[Please provide information about: the current market or markets in which you are operating; the kind of business you are running; your products and/or services portfolio (a simple list of them, may be included); your distribution and sales channel].

2.3 CLIENT

[Please provide names and general information about your key clients].

2.4 FINANCIAL SITUATION

[Please provide information about: the revenue that your company has generated in the last 3 years; the numbers of employees and the corporate finance structure. Please, add additional public reports if available. The provision of a balance sheet is recommended].

3. DESCRIPTION OF THE VENTURE PRODUCT OR SERVICE

3.1 TARGET MARKET OF THE PRODUCT AND/OR SERVICE

[Please provide information about the market sector and segment you intend to target with this project].

3.2 TARGET CLIENTS OF THE PRODUCT AND/OR SERVICE

[Please provide information about the typology of client you intend to target with this project].

3.3 PROMOTION AND MARKETING STRATEGY

[Please provide information about your marketing strategy, the planned business development as well as the long-term promotion strategy].

3.4 COMPETITION

[Please indicate the competitive advantage of your product and/or service].

3.5 FORECAST AND PRICING OF THE PRODUCT AND/OR SERVICE

[Please provide information about: the cost of goods; the sales' price; the forecast (sales and/or unit); the life cycle and the expected market share].

3.6 OVERALL VENTURE FINANCING

3.6.1 OVERALL

[[Please provide information about any in-cash or in-kind resource you have allocated or you intend to allocate to this venture, including human resources].

3.6.2 REQUIRED CAPITAL INVESTMENT

[Please provide information about the required capital investment and timing thereof].

3.6.3 RETURN ON INVESTMENT

[Please provide information about the expected return on investment and return on equity].

4. RISK ASSESSMENT

[Please, provide a detailed risk assessment, which has to indicate the critical success factors, key risk areas and information about risk management. The following is a non-exhaustive list of elements that should be addressed: technical and financial risks, time delays, unexpected and/or unknown events such as lower than expected market share, slow take-up, cost overruns, development/deployment delays, change of pricing policy etc].