**Programme:** to be filled in by Innovation Norway

**Focus area(s):**  to be filled in by Innovation Norway

Project name: ...

Project Promoter name: ..., country: ...

Project Partner name: ..., country: ...

**Business plan**

*(template)*

General info:

* the text part of the Business Plan must not be more than **20 pages**;
* the economic forecast and other financial information, market research, feasibility study etc., shall be attached as annexes;
* make sure that you present in the Business Plan the key factors that are critical to the success of every new venture: the people, the opportunity, the context, and the possibilities for both risk and reward;
* language style: use short, clear and to the point writing style.

**List of content**

# Executive summary

Section recommended length: max. **2 pages**

The summary should minimally include the following:

* the Need – what need/problem does your project address/solve?
* the Response – what actions/steps/initiatives do you plan to take to address/solve the need/problem? what products and/or services will you develop?
* Achievements to Date – what concrete steps have been initiated by your entity towards addressing/solving/investigating the need/problem?
* Financing – describe how this Business Plan will be financed; in addition, reference to the future revenue sources should be made.

...

# Introduction

Section recommended length: max. **5 pages**

## Presentation of company, main and secondary activities

...

## Current situation

Status of the company (economical and business surrounding), main strengths of the company and its product(s), market position, main clients, competitors, analysis of main challenges/needs, SWOT analysis.

...

## Company long-term strategy for development

How do you see your company developed in 10 years?

...

## Company short-term strategy for development

What are your targets for the next couple of years?

...

# Project

Section recommended length: max. **12 pages**

## Project objective (outcome)

Why is the project needed? What needs or problems are solved and for what target group(s)?

What does the project aim to achieve in the medium/long term?

...

## Project description

Describe the project activities and outputs. Mention which activities will be subcontracted and which will be done “in-house”. Describe the experience of the company and of the team in implementing similar projects.

...

## Technical solution/Innovation aspects

Describe the technical solution. If applicable, describe the innovation aspects of the process/product/service and refer to the Technology Readiness Level (TRL).

...

## Partners’ role, experience and share of project budget

...

## **Summary of the main findings of the cost-benefit-analysis (CBA) of the project, effect on** profitability for the company

Summarize to the main findings of the CBA, referring also to the Net Present Value (NPV) and to the Internal Rate of Return (IRR).

The excel file (with profit and loss projection, cash-flow projection for the next 5 years-period with budget assumptions, a break-even calculation, projected balance sheet of the company after the implementation of the project etc.) shall be attached as an annex.

...

## The green element of the project - environmental benefits (internal and external)

Provide a summary of the expected environmental benefits as a result of carrying out the project/investment. As applicable, you should refer to the internal and external (relative to your organization) environmental benefits. Where possible, indicate in numbers/amounts the expected environmental benefits (e.g. x tonnes of CO2/year prevented from release in the atmosphere, y tonnes of paper waste recycled/year, z tonnes of fuel saved/year).

...

## Market potential analysis - feasibility and sustainability. Competition.

Provide a summary of the findings of the market potential analysis. In connection to the product/service that will be the focus in your project, please refer to the market size, market growth, competition, profitability, and consumer and product/service type. Forecast total opportunity in terms of number of customers and revenue potential, and estimate your market share.

...

## Legal environment

Refer to the licenses, permits, special regulations (i.e. environmental) covering your specific type of business, patents, IPR status (ownership/distribution between partners before and after the project implementation) etc. Detail if any project specific approvals/permits are required and detail the expected timeline for obtaining them.

...

## Sustainability of the investment (i.e. the durability of the project after the implementation deadline)

...

## Incentive effect (releasing effect)

...

# Conclusion

Section recommended length: max. **1 page**

...

# Annexes

List of annexes.

...