[Name of the company]

[Address of the company or entrepreneur].

Author: <...>

Date: <DD/MM/YYYY>

Hints:

Before each paragraph you will find "writing tips" that can serve as a guide. Before you start editing, it is helpful to go through the entire template. This will make it easier to formulate the texts for the relevant sections and avoid repetition.

The maximum length of this business plan must not exceed 25 pages, including any - optional - appendices. Furthermore, the font size as well as the formatting must be adhered to.

 The main body should ideally not exceed 15 pages, but a maximum of 20 pages (which you can use, for example, if you already have a detailed business plan for your company).

 Any appendices you wish to include voluntarily should be of an informative nature only (e.g. sales brochures, CVs or more detailed explanations).

There is blue text in each section. These are for explanatory purposes only and should be deleted before sending.

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# Executive Summary

Writing tips

[This section is very important! When the experts read this, they should immediately understand how your business works and be interested in reading more about it. Having a good business idea is important, but the key to success is proving you have a clear implementation plan, precise goals and a suitable management team to take the idea to market.

Try to focus on relevant topics. The summary should not answer all the questions, but the most important ones to make the project seem as attractive as possible.

You can address the following points (maximum 1 page (!)):

The opportunity of your project that you see for your product/service in connection with the innovation strategy:

a) an answer to a problem and the solution you offer in connection with Bremen's innovation strategy in the form of a product/service you intend to sell (technological breakthroughs, sales innovations, patents, etc.).

b) Developments: tangible benefits and/or evolution of your state-of-the-art technology, changing needs, new regulations, etc.

* your target market;
* what competitive advantages do you have, e.g. how do you differentiate yourself from similar products/services that may already exist on the market?
* your business model; what are your revenue sources? Do you have strategic partnerships? What is your product portfolio? Which target market do you prioritise? How are your products/services made available to customers?
* the short and long term vision of the company, including a growth strategy and resources: What are your short term goals (e.g. number of customers, geographical presence, revenue targets...) What existing resources do you have to achieve the goals? What has already been achieved and what still needs to be done (e.g. finalising product development, patent protection, marketing plans, human and technical resources...)? What is the international growth potential? What is scalable in your business model?
* How are your inventions protected? e.g. by patents and who owns the intellectual property?
* The skills of the founder/ founding team to implement the business model].

# Description of the problem or opportunity

[In this chapter the problem to be solved by you is to be presented. There are certainly many problems that you can solve. However, it is important to precisely define the problem you have to solve. For example, it must be clear who has the problem, the relevance for the persons/target group and the costs involved].

# Solution

[In this chapter you describe how exactly you will solve the problem defined above. What is the value proposition here? The value proposition is the reason why customers turn to one company and not the other. It solves a customer problem or meets a customer need. Go beyond that to validating the problem-solution fit and the insights for deeper solution design.]

## Product/Customer Journey or technical details of the innovation

[In this chapter you present the product or customer journey or explain the technical details of your state-of-the-art solution that justifies the innovation. Please describe the technologies you are using and the innovation of the product or service. What exactly does the customer journey for your solution look like? Have you already tested your product/service on customers? How was the feedback? Were there any indications for further developments, improvements]?

## Reference to the Innovation Strategy of the State of Bremen

[In this section, please show the connection to the Innovation Strategy 2030 of the State of Bremen. Do you use a key technology, for example, or do you address a key industry?]

# Revenue model

[Please describe how you will earn money with your business model. Which customer pays which price for which solution. Explain your price calculation and pricing. Describe which revenue streams you expect and the turnover over time (refer to the liquidation planning of the excel file). In addition, we would like to ask you to show the concrete added value for the customer and the value created for the customer through the use of the product. How do customers receive the product or service? What resources do you need to create the added value? Do you have partners to deliver the offer? What does it cost you to create the solution and what is your pricing and revenue model? What price are customers willing to pay]?

# Market potential

[With the help of the TAM, SAM, SOM model, you describe your market potential. Also indicate here which market you are addressing and how many customers you can reach and define the market. What is your market entry strategy (SOM) and the strategy for market penetration (SAM). Which segments of the market do you want to prioritise? Explain how your turnover and market share are influenced (regulatory, political, social). Do you also address significant trends or other factors that have an influence and name barriers to market entry? Show how you can also scale internationally].

# Competition and USP

[Explain who your direct and indirect competitors are and name possible substitutes? How do they solve the problem and what does it cost the customer? What distinguishes you from the existing competitors/substitutes and how do you differentiate yourselves from them? What is the central USP of your problem solution and why]?

# Risk assessment through the SWOT analysis

[Conduct a SWOT analysis for your company and the project and present the results here. What deductions do you make and what strategies do you derive to balance weaknesses and risks and to perceive strengths and opportunities].

# Objective of project funding and impact on the TRL

[In this part, please explain what exactly you want to achieve with the funding. From which TRL (Technology Readiness Level: EU definition) do you start and which one do you want to have reached at the end? Are all components available as standard (of-the-shelf) or are they manufactured individually? Or in terms of service - what programming is still needed to turn the proof of concept into a usable application?]

# Project implementation

[In this section you define your milestones and costs and go into detail about implementation].

## milestones, Work Packages und Deliverables

[Please describe your milestones, the resulting work packages and the deliverables here and also roughly describe the resulting costs. Please use the corresponding Excel table from the download area as a guide].

## Cost and financing plan (project), use of funding: personnel, material resources (incl. external services)

[Please describe your cost and financing plan for the project. In doing so, you should go into the calculation of the costs incurred as well as possible external financing. Please also describe how you would like to finance your project over the course of the project. Please use the corresponding Excel table from the download area].

## Project-Roadmap und recent validations

[In this chapter you show which milestones and successes you have achieved in the past and which ones you want to achieve in the future. What product/service/company developments can you show? What have you validated so far and what are the results? What plans do you have for the realisation of your solution? Pilot customers should be mentioned as well as the necessary MVP tests. Arrange this on a timeline and include the project duration].

# team and their skills/core competences

[Who is part of the team and what skills do they bring to the project? What roles do the respective people take on? Who has what background and skills? Do you have other supportive people/companies/institutions or partnerships that support you in your development]?

# Need for coaching/ counselling

[In order to be successful as a company and project, you will need different support services. Please indicate here which topics you will address and how you will work on them. Please refer to the coaching roadmap, which is part of the financial planning (sheet 3) and can be download in the download area. This could include support from consultants for marketing, sales, personnel recruiting, organisational and team development, tax advice, legal support, etc.].