



# Business Plan Write-Up Case Study

Version 1 : January 2015

## In brief:

Client based in Athlone, Ireland was referred to Donncha Hughes as they required assistance to complete a HPSU application for Enterprise Ireland. After spending three days with the client on this form to include the generation of robust financial projections for the FDS, Donncha was retained to develop a business plan for entry into InterTrade Ireland’s Seedcorn competition. The company won a Seedcorn Regional Award valued at €20,000; secured private external equity investment; which is expected to be matched by Enterprise Ireland.

This case study will outline the timeline and process followed.

## Client Details:

Client: Nearfield Communications, T/a Device Smart

Contacts: MD, Eamonn Roarke and Commercial Director, Garvan Quish.

Website: [www.device-smart.com](http://www.device-smart.com)

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## 1. Introduction & Background

Referrals are great. Donncha got a call from a Tax Specialist (Accountant) in June 2014. He had been asked by a company to review a HPSU application and wanted to know if I could assist as he had limited direct experience in that area (concentrating more on larger external equity investment).

**18<sup>th</sup> June 2014:** A meeting with Eamonn O'Rourke was subsequently arranged in the Clayton Hotel for an hour. I had received and read the draft application in advance and had marked up my comments. These were discussed with Eamonn, who seemed to agree with the salient points. In brief, the view was that the business was fantastic. They had developed a really good software product; had secured some fantastic reference customers; had formed a good team; and crucially had significant Sales to include a high proportion of international Sales in their first year.

### 1.1 Client Issue

Device Smart's management are extremely busy. They were making significant progress in terms of product development and fulfilment; and business development to include partnership management and international routes to market; and had set a goal to raise €1 million in funding to include HPSU funding from Enterprise Ireland to support growth plans in the period 2015-2018.



They required someone with business plan and application completion skills to ensure that the forms were completed correctly and efficiently. They were hoping to expedite the process but I reset expectations in this regard – the process would take several more months.

### 1.2 Service provided by Donncha

A proposal was sent by email to DeviceSmart and it was agreed to provide 3 days consultancy with a view to completing:

- Three year financial projections
- Finalise the HPSU application
- A Venture Capital application

The company agreed to complete the Financial Data Sheets (FDS) for Enterprise Ireland once the financial projections were developed. A checklist was provided of the key steps to be followed in securing HPSU investment.

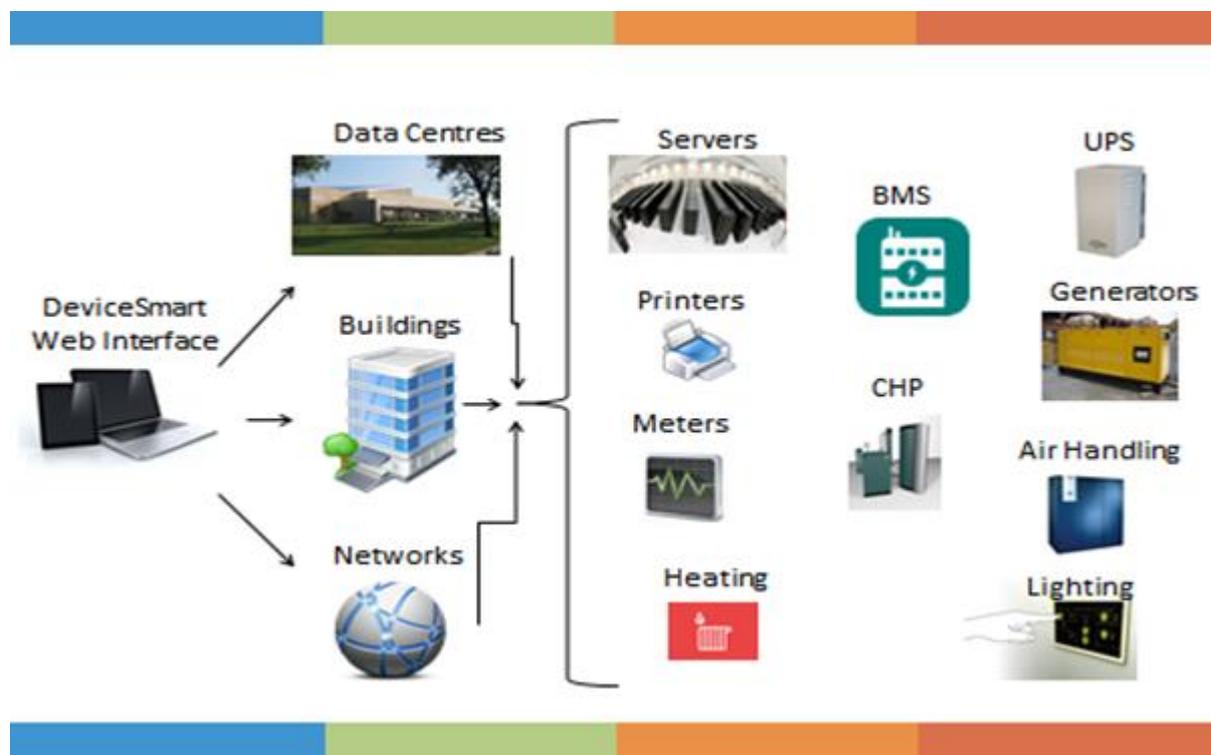
It was further agreed to put the issue of developing a business plan on the backburner for the time being.

## 2. About Device Smart

Nearfield Communications Ltd trading as DeviceSmart, based in Athlone and Dublin, is a software company formed in May 2013 by Eamonn Roarke and his team to exploit an identified gap in the Intelligent Device Control market. International sales currently account for 75% of revenue - €500,000 to end of year one October 2014.

### 2.1 Unique value proposition

For critical infrastructure and facility management organisations, DeviceSmart offers innovative SaaS solution that facilitates the remote control and monitoring on one system of all enterprise wide hardware, irrespective of manufacturer, anywhere in the world thereby delivering significant cost savings and operational efficiencies.



### 2.2 Target Markets & Reference Customers:

Revenue streams are secured in three areas: SaaS, Professional Services and Hardware margins. The company specifically targets the following decision makers within the target market: Facilities Manager, Critical Infrastructure Manager and the Head of Energy.

- Services and Facilities Management, Building Automation – Bilfinger (T/O €9b/yr), Viridian Automation, Europa Facilities Management, Jones Lang Lasalle.
- Data Centres, Teleco – Exchanges, POPS (points of presence) and Base Stations - Inmarsat, UPC, Orange, Colt Telecom Epsilon, Equinix, Optus, Polkomtel (Poland)
- Utilities, Municipalities – United Utilities, Bord Gais, ESB Telecom, Australian Power & Gas
- Pharmaceutical / Manufacturing – Uniphar,, Forest Laboratories, EMC, Mentor Graphics

### 3. The Process – 3 Days Consultancy

Donncha needs to learn everything about the business in order to complete the HPSU application. Lots of questions need to be asked so that information relevant to a business plan or HPSU application can be collated and then formulated into a coherent message. At the same time, management benefit significantly from jointly discussing and collectively answering the questions – thereby agreeing a strategy and action plan for the business. An independent consultant can bring insight to these discussions and facilitate the creation of an integrated plan.

#### 3.1 Day One – Investor Presentation

**3<sup>rd</sup> July 2014:** The process is not necessarily about starting with a blank sheet of paper but leveraging existing business plan and marketing collateral. The independent consultant can learn a lot about a business from reviewing existing documentation. This allows the face to face meetings to focus on strengthening the strengths and identifying and addressing the gaps.

When writing a business plan or completing an application, I like to start by developing a presentation on the business. This provides a structure to the meeting and promoters like it as the ‘investor presentation’ is an output in itself.

With Device Smart, we were lucky in that they had a few really good marketing and sales presentations. I have an Investor presentation template<sup>1</sup> so it was a matter of merging the material to produce a concise business plan presentation covering the following elements:

C O N T E N T S	1	Context -
	2	The Customer <b>PROBLEM</b>
	3	Market Size - A €x Global Market
	4	The Solution – Current Status
	5	Proprietary Technology / Intellectual Property
	6	Business Model
	7	Competitive Landscape
	8	Marketing & Sales
	9	Team
	10	Market Traction
	11	Financials
	12	Funding



<sup>1</sup> Inspired by a presentation on Slideshare (not this particular one as could not find it again but this one is good ... [www.slideshare.net/stewartmasters1/10-slides-to-a-perfect-pitch-deck](http://www.slideshare.net/stewartmasters1/10-slides-to-a-perfect-pitch-deck))

The presentation ended up as 20 slides with 12 major headings with the titles edited accordingly. Some areas need more than one slide.

The first task is to create a PowerPoint template so that the presentation looks professional and incorporates the brand. It is also important to include relevant images to create a strong visual impact.

The financial projection information is presented at a high level. This would be the focus of Day 2.

## 3.2 Day Two – Financial Projections

Investors expect robust and logical financial projections that match the message of the business plan.

### **Financial Projections Required**

This includes:

- 3 years of Annual Profit & Loss Accounts
- 3 year of Annual Balance Sheets
- 3 year Cashflow statements broken down by month or quarter.

Businesses that are trading also need to provide year end Accounts for up to 3 years. See annex one for sample (blank) set of financial projections as presented in a business plan<sup>2</sup>.

Financial projections have to be correct from an accounting perspective, i.e. the Balance Sheets have to balance.

### **How to develop Financial Projections**

I am not an Accountant but I have studied finance in second and third level. I recommend using an Excel template that automatically populates Financial Statements in the format required by financial institutions, enterprise agencies and investors.

Financial projections are developed based on the assumption that required funding is secured with the resulting growth trajectory outlined. Indeed, financial projections are essential to figuring out how much money you need to look for in the first place.

- Most businesses underestimate the cost of customer acquisition – Sales is expensive particularly if there is a long sales cycle.
- I also find that startups in particular find it difficult to properly estimate costs in the third and subsequent years. Coming from a bootstrapped position spending maybe €50,000 in the pre-launch phase, it is difficult for promoters to see how overheads will reach a million or even two million euros in year 3 or 4 but that is the reality. Very few businesses are super

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<sup>2</sup> See my blogpost for how to copy financial projections created in Excel into a Business plan...  
[www.startuphughes.com/blog/professional-documents/](http://www.startuphughes.com/blog/professional-documents/)

profitable – what I would view as having net profit margins in excess of 20% (I often remind people that Tesco with multi billion revenue have a net profit margin of 4%).

Most importantly, the financial projections have to tell the story of the business. They have to be both realistic and ambitious. To walk this line, one needs to create projections that match the story of the business. The reader must be thinking, ‘those numbers are achievable as they have the team and the business model’. The process of developing financial projections is one which I refer to as ‘bottom up’. This involves creating a financial model for: revenues, cost of sales and overheads.

## **REVENUES**

The first step in calculating Total revenue is to list all revenue streams. I like to separate International from Domestic Sales as this breakdown is often required by investors.

In the Optimus Consult example there are five revenue streams, being: training, strategy development, project management, software and international activity.

The next step is to price one unit of each revenue stream. An average price can be used if pricing is project based. Sometimes revenue streams may need to be broken down further with pricing for say large and small projects.

The next step is to project or estimate how many units of each revenue stream will be sold in each month in the first year. This is a judgement call based on the best available knowledge of the promoter. These will become implicit targets for the business so a realistic view must be taken – but equally ambition must be shown over time to attract investors.

## **OVERHEADS**

The next issue is to calculate both Cost of Sales and Overheads in each month.

In general overheads should increase in line with Sales activity, perhaps not pro-rata but it is difficult to explain a 100% increase in sales in a period if overheads remain static. It is important to review costs against a checklist of potential overheads to ensure that all costs are accurately forecast.

Ideally, one is looking to show economies of scale and also efficiencies in customer acquisition as the business moves out of its early years. However, one must also factor in significant costs associated with internationalisation.

The financial projections template automatically populates the P&L and Balance Sheet from the Cash flow projections. A full day is sufficient to create projections for most businesses.

The key is clarity surrounding the business model. Indeed, the process of developing projections is critical to generating this clarity. The development of financial projections facilitates:

- Development of Sales targets by month that can be actioned and tracked
- Understanding of Cost of Sales
- Development of budgets for marketing, personnel, operations and running the business.

- Figuring out how much investment is required both in terms of capital investment and funds for operational cash flow management.

Financial projections can illustrate whether a business is in fact viable. Key to this determination is an assessment of the underlying assumptions of the business model and financial projections.

Following the 2<sup>nd</sup> Day, Device Smart had a very clear picture of where the business was going and could confidently declare that Turnover would be €20 million within 5 years. The numbers stacked up.

### 3.3 Day Three – HPSU and VC Application

**21<sup>st</sup> July** – The focus of Day 3 was the HPSU<sup>3</sup> form. The Enterprise Ireland HPSU form<sup>4</sup> is extremely detailed and in my view requires very specific answers. Referred to as a HPSU Business Plan Summary, the form is 13 pages when blank. It would be easy to complete with lots of ‘waffle’ but in fact the form require significant care and attention to craft the correct message.

The business plan summary requires information in the following sections:

1. Company Details - Name, Address, Telephone etc
2. Founders/ Management Team
3. The opportunity
4. The market
5. Route to Market
6. Risk Factors
7. Finance Support Documentation
8. Supporting Documentation – Why EI should support investment
9. Supporting Documentation – Employment Forecasts and Declaration

Enterprise Ireland invest significant time and expertise to review the applications – rightly so given the money involved, up to €250,000.

Many of these sections are replicated in VC application forms.

So at the end of our three days, Device Smart had finalised HPSU and a VC application along with financial projections.

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<sup>3</sup> For more on ‘What is a HPSU’ see my blogpost: <http://www.startuphughes.com/blog/hpsu/>

<sup>4</sup> On their website Enterprise Ireland explain [www.enterprise-ireland.com/en/Funding-Supports/Company/HPSU-Funding/Innovative-HPSU-fund.html](http://www.enterprise-ireland.com/en/Funding-Supports/Company/HPSU-Funding/Innovative-HPSU-fund.html) that companies have to initiate discussions with their Development Advisor before requesting the form which is not available for general download online.

## 4. The Business Plan

**Due 5<sup>th</sup> September:** Device Smart had registered for InterTrade Ireland Investor Readiness Competition<sup>5</sup>. The second phase of the competition required submission of a business plan by the 5<sup>th</sup> of September. It was agreed that Donncha would prepare this plan as the promoters would be challenged to complete it on time given the summer holiday period. It takes between 4 and 5 full working days to write a business plan. Each section needs to be carefully crafted. My process is to send an almost final version of the business plan to the promoter – this would be 95% complete with maybe some tweaks before final sign off. I presume I sent it to Eamonn towards the end of August with instructions for Device Smart to submit to Seedcorn on time.

### Use a Template

The competition rules dictate that the plan should be limited to 25 pages plus appendices. I use a standard template for business plans that I write modelled on InterTrade Ireland Business Cube. See Annex 2 for sample Contents page for Device Smart's Business Plan. It is recommended to have between 6 and 8 major sections of two pages each. I find that having each section the same length makes the plan easier to read. Please note that the title of individual sections can be edited to suit the business. I will also move subsections to fill available space, for example, Intellectual Property could be addressed under Product or in the Finance or Operations sections. In actual fact I usually merge Management and Operations to keep the business plan short. So use a template but don't be completely tied to it.

### Executive Summary

The Executive Summary is a key part of the business plan. A specific structure<sup>6</sup> is used to develop a compelling executive summary within two pages:-

- Introduction to the business to include a clear description of the product or service offered to include identification of the problem solved and unique value proposition.
- Identify and profile the customer in order to establish Market Size – key trends supporting the growth of the business can be summarised at this juncture.
- Outline the Management team and advisors – to demonstrate domain knowledge.
- Provide a summary of the finances to include: pricing, the business model, and routes to market. A table can be used to summarise: turnover, cost of sales, overheads, employment and net margin.

### Market Research

The market opportunity targeted by the business needs to be emphasised within the business plan. In the case of Device Smart several reports were referenced to identify niche but global markets.

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<sup>5</sup> The competition is aimed at early and new start companies that have a new equity funding requirement and has a total cash prize fund of €280,000. [www.intertradeireland.com/seedcorn/](http://www.intertradeireland.com/seedcorn/)

<sup>6</sup> For detailed instructions see my Tweak your Biz Article  
<http://tweakyourbiz.com/management/2013/12/19/format-executive-summary-business-plan/>

## Exit

Research was also required to address the likely Exit Strategy for Device Smart. For more see my blogpost on 'how to address Exit Strategy in your Business Plan'<sup>7</sup>.

### **Q. Should a business promoter write their own business plan?**

YES - When I managed a Startup Incubation Centre and Accelerator programme, I was convinced that yes indeed the promoter should write up their own business plan. This was on basis that it was their plan and they needed to know every detail.

NO – I remember a conversation I had a few years ago with Eugene Crehan, New Frontiers Manager in Waterford. I could not disagree when he suggested that an external expert who specialises in writing business plans should be retained to assist every business promoter on the programme if the funding was available. He suggested that the promoter has a very steep learning curve for a task which essentially takes a lot of time which could be spent on more productive things – such as getting customers.

Now, as someone who writes business plans, I highly recommend a process where the business plan is written by an external consultant working very closely with a promoter and the entire senior management team. This has the advantage of producing a document that will be written within an agreed timeframe by an experienced business plan writer with full input from everyone on the team – making it more likely that it will be implemented appropriately.

## Investor Brief

When the business plan is finalised, it is advisable to prepare a two page investor brief that is sent to an investor in advance of sending the full business plan and projections. This is very similar to the Executive Summary but I like to use a format that acts as a stand-alone document.

See Annex 3 for the one page version using the fictitious Optimus Consult – please note that other key business issues/areas would be included in a two page brief tailored to the specific business ... it is actually difficult to generate a realistic fictitious example. Real examples cannot be used for confidentiality reasons.

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<sup>7</sup> Blogpost on Exit Strategy ... [www.startuphughes.com/blog/exit-strategy-business-plan/](http://www.startuphughes.com/blog/exit-strategy-business-plan/)

## 5. The Client's View – A Testimonial

Nearfield Communications Ltd trading as DeviceSmart, based in Athlone and Dublin, is a software company formed in May 2013 to exploit an identified gap in the Intelligent Device Control market. International sales currently account for 75% of revenue - €500,000 to end of year one October 2014.

We had engaged with Enterprise Ireland during our pre-startup and launch phase and were given indications that the business would qualify for HPSU support subject to meeting their conditions. When I met Donncha, I was impressed with the feedback on our draft HPSU form which we knew was good but probably could be improved. He seemed to have good knowledge of what was required in these forms.

Donncha laid out a plan for how to spend three days on site in Athlone with Garvan Quish, Commercial Director and I. Each day was very productive and we learned a lot from the process as we were challenged to answer questions which truthfully we probably would prefer to ignore. Starting with the financial projections was a great idea as it set the tone for the 3 days. The business has existing customers and a huge amount of market knowledge so it was very timely to engage in a financial projections exercise. The business has an accountant and a part time CFO but to date had concentrated on keeping the show on the road so to speak. After working with Donncha on the projections we had implicit monthly targets by revenue stream for the next 3 years and agreed our ambition in terms of Sales over 5 years. It was good to put this on paper – and have an Excel sheet that we could easily update to analyse specific scenarios.

The business plan document is very impressive. It was both detailed but concise and explained our business model. As an engineer, it provided sufficient detail on the product solution. It addressed all the other key issues such as Management Team, Intellectual Property and Marketing to include routes to market. It also laid out the financial position very clearly.

The Seedcorn competition was fantastic. The plan got us in the door and we had learned from our interactions with Donncha and during the masterclasses about how to pitch our business. A big part is to understand the mindset of the investor – the business has very impressive Sales to date, and very credible reference customers. Overall, Device Smart were delighted in November 2014 to win the Early Stage Category of the Connacht & Leinster Regional Seedcorn Investor Readiness Competition. As of the end of 2014, the business is on course to secure additional external equity investment and matching HPSU support from Enterprise Ireland in the coming months.

Device Smart are happy to recommend Donncha Hughes as a consultant in the area of business strategy, business plans and enterprise agency applications. He is very knowledgeable, professional and easy to work with.

## 6. Conclusion – Is this process relevant to your business?

The very involved process outlined here is not for everyone or for every business – but for some it will provide sufficient value to warrant the resources in terms of time and cost involved.

### **Why write a business plan, develop projections or complete an Enterprise Agency or Financial Institution application?**

Most customers will need to firstly answer why they need to write a business plan before agreeing to work with me. I like to see potential customers coming with work done in terms of business planning and documentation on the business. This includes participating on StartUp Training programmes.

### **Can this process work for your business?**

Device Smart are probably **my best ever customer** in my four years as an independent business advisor. The company had made substantial progress in all facets of the business and were led by a credible and experienced team. I could tell immediately that they were going to continue to be successful and that what they wanted assistance with was very achievable. I believed that I was very well placed to deliver – thereby creating a happy customer.

### **Outcomes & Expectations**

The outcome for Device Smart was very positive – it is great PR to win a Regional Final of probably the most prestigious startup competition in Ireland. But nothing is guaranteed and they were probably disappointed not to win the overall award at the national finals.

So not all of my customers are going to win major awards but we can work at an early stage to determine appropriate outcomes and to set realistic goals. I would consider myself an expert on Startup Supports for Business<sup>8</sup> so that the business promoter can determine the purpose of the business planning exercise. For example, in the last six months I have worked, using versions of the above process, with:

- A fashion retailer who was opening a new premises in Dublin. Their new landlord was looking for financial projections before agreeing to a five year lease. But the promoter learned a huge amount about the financial outlook of the business and targets that needed to be reached to ensure success.
- A software startup that needed guidance on completing a Feasibility Study application for the Local Enterprise Office Clare.
- With a large group of early stage promoters participating on a startup programme to develop their Lean Canvas (Business) Models.
- With 14 promoters participating on a startup programme to produce investor ready business plans and robust projections.

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<sup>8</sup> See my slideshare presentation: [www.slideshare.net/donnchahughes/what-grants-and-other-supports-apply-to-my-business](http://www.slideshare.net/donnchahughes/what-grants-and-other-supports-apply-to-my-business)

## **Annex One - Financial Projections**

The following is how financial projections are presented in business plans written by Donncha Hughes. These are presented as the first appendix or schedule to the business plan.

- Cash flow projection 2015 -2017 (3 years – monthly breakdown)
- Profit & Loss 2015- 2017
- Balance Sheets 2015 – 2017



Please note that Optimus Consult is a fictitious company. A one day training programme incorporating a Case Study Scenario called Optimus Consult has been created where participants learn how financial projections are developed. Accelerator programmes and Enterprise Agencies in Ireland can contact Donncha by email to learn more about this programme.

Optimus Consult - Cashflow Projection (monthly)													
Year 1	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	Total
<b>Inflows</b>													
<b>Investment</b>													0.00
Manufacturing Excellence Training													0.00
Manufacturing Excellence Strategy Development													0.00
Manufacturing Excellence Implementation													0.00
Software													0.00
UK Activity													0.00
VAT On Sales													0.00
Short Term Loan													0.00
Grants													0.00
	-	-	-	-	-	-	-	-	-	-	-	-	<b>0.00</b>
<b>Outflows</b>													
Cost of Sales			-	-	-	-	-	-	-	-	-	-	0.00
Management Salary													0.00
Personnel Wages													0.00
Premises + Rates													0
IT /Comms													0
Vehicle Rental													0.00
Insurance Premium													0.00
Bank Charges													0.00
Administration													0.00
Marketing													0.00
Travel													0.00
Mobile Phone													0.00
R&D													0.00
Loan Repayments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VAT on Outflows	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VAT payments			0.00		0.00		0.00		0.00		0.00		0.00
Capital Items													0.00
<b>Total Outflows</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Cash Flow	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Opening Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Closing Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Optimus Consult - Cashflow Projection (monthly)													
Year 2	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	Total
<b>Inflows</b>													
<b>Investment</b>													
Manufacturing Excellence Training	0	0	0	0	0	0	0	0	0	0	0	0	0
Manufacturing Excellence Strategy Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Manufacturing Excellence Implementation	0	0	0	0	0	0	0	0	0	0	0	0	0
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
UK Activity	0	0	0	0	0	0	0	0	0	0	0	0	0
VAT On Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
Short Term Loan													0.00
Grants													0.00
	<b>0.00</b>												
<b>Outflows</b>													
Cost of Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Salary													0.00
Personnel Wages													0.00
Premises +Rates													0.00
IT /Comms													0.00
Vehicle Rental													0.00
Insurance Premium													0.00
Bank Charges													0.00
Administration (inc. Logistics)													0.00
Marketing													0.00
Travel													0.00
Mobile Phone													0.00
R&D													0.00
Loan Repayments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VAT on Outflows	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VAT payments	0.00		0.00		0.00		0.00		0.00		0.00		0.00
Capital Items	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Outflows</b>	<b>0.00</b>												
Net Cash Flow	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Opening Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Closing Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

<b>Optimus Consult - Cashflow Projection (monthly)</b>													
<b>Year 3 - 2017</b>	<b>Mth 1</b>	<b>Mth 2</b>	<b>Mth 3</b>	<b>Mth 4</b>	<b>Mth 5</b>	<b>Mth 6</b>	<b>Mth 7</b>	<b>Mth 8</b>	<b>Mth 9</b>	<b>Mth 10</b>	<b>Mth 11</b>	<b>Mth 12</b>	<b>Total</b>
<b>Inflows</b>													
<b>Investment</b>													
Manufacturing Excellence Training	0	0	0	0	0	0	0	0	0	0	0	0	0
Manufacturing Excellence Strategy Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Manufacturing Excellence Implementation	0	0	0	0	0	0	0	0	0	0	0	0	0
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
UK Activity	0	0	0	0	0	0	0	0	0	0	0	0	0
VAT On Sales	0	0	0	0	0	0	0	0	0	0	0	0	0
Short Term Loan													0
Grants													0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>									
<b>Outflows</b>													
Cost of Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0
Management Salary													0
Personnel Wages													0
Premises +Rates													0
IT /Comms													0
Vehicle Rental													0
Insurance Premium													0
Bank Charges													0
Administration (inc. Logistics)													0
Marketing													0
Travel													0
Mobile Phone													0
R&D													0
Loan Repayments													0
VAT on Outflows	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0
VAT payments	0.00		0.00		0.00		0.00		0.00		0.00		0
Capital Items	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0
<b>Total Outflows</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>									
<b>Net Cash Flow</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>									
Opening Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Closing Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

## 2. Profit & Loss Accounts

<b>Optimus Consult Ireland</b>				
	<b>2015</b>	<b>2016</b>		<b>2017</b>
<b>Sales</b>	-	-		-
Cost of Sales	-	-		-
Gross Profit	-	-		-
<b>Expenses:</b>				
	Year 1	Year 2		Year 3
Management Salary	-	-		-
Personnel Wages	-	-		-
Premises + Rates	-	-		-
IT /Comms	-	-		-
Vehicle Rental	-	-		-
Insurance Premium	-	-		-
Bank Charges	-	-		-
Administration	-	-		-
Marketing	-	-		-
Travel	-	-		-
Mobile Phone	-	-		-
R&D	-	-		-
Loan Interest	-	-		-
Depreciation	-	-		-
<b>Total</b>	-	-		-
<b>Net Profit / Loss</b>	-	-		-
Plus Grants (if any)	-	-		-
Retained Profits	-	-		-

### 3. Balance Sheets 2015 -2017

<b>Optimus Consult Ireland</b>				
		<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Fixed Assets</b>				
Total Gross		0.00	0.00	0.00
Depreciation		0.00	0.00	0.00
		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Current Assets</b>				
Bank Balance		0.00	0.00	0.00
Debtors		0.00	0.00	0.00
VAT Due			0.00	0.00
		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Assets</b>		<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>
<b>Current Liabilities</b>				
Short Term Loan		0.00	0.00	
Creditors		0.00	0.00	0.00
VAT Owing		0.00	0.00	0.00
		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Net Assets</b>		<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>
<b>Owners Funds</b>				
Initial Contribution		0	0	0
Retained Profits		0.00	0	0
		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

These figures have to balance (be equal)



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**Value Proposition:** For medical technology companies, Optimus Consult, offers leading edge training, group coaching, consultancy and management software in the area of manufacturing excellence, innovation and validation thereby delivering innovation, significant cost savings, operational efficiencies and competence development. Customer payback period is generally less than 6 months.

**Current stage of development:** Irish company is a sister organisation to UK headquartered Optimus Consult. Turnover Stg £10 million per annum with 50 staff.

**Requirement:** Angel Investment of €100,000 to support national roll-out of services.

**Addressable Market:** There are currently over 140 medical technology companies in Ireland, exporting €6.2 billion annually and employing 24,000 people (upwards of 10% of Ireland's total goods exports).

**Revenue Model:**

Daily rate and project fee for all services provided. Over 90% of customers in the UK are repeat customers.

**Competition:**

There are several niche Competitors to Optimus Consult based in Ireland with a large number of international players also active in the market to include:

- Waterford based Manufacturing Excellence
- Dublin based Orion Automation
- German Headquartered Camelot Management
- Swiss based AH Maxim

**Team:**

- David Hughes – CEO  
Has worked with Optimus Consult in the UK for ten years at senior level as both a trainer and consultant in the area of manufacturing excellence. This includes responsibility for the development and market introduction of the Optimus software platform.
- Walter White – Senior Consultant  
Has over 15 years senior industry experience to include roles as Automation Project Lead with SCA Global and Operational Excellence Manager with Tevon Pharma (based in US).

**Financial Summary:**

EUR 000	2014 (A)	2015	2016	2017	2018
Sales					
Gross Profit %					
Net Profit %					
Employed					

Summary Information

**Business Name:**  
Optimus Consult

**Website:**  
www.optimusconsult.co

**Email:**  
david@optimusconsult.co

**Shareholders & Holding:**  
100% Owned by David Hughes

**CRO Number:** 987654

**Registered Address:**  
Optimus Consult,  
National Software Centre,  
Mahon,  
Cork.

**Accountants:**  
OMG Accountants,  
Blackrock,  
Cork.

**Legal Advisors:**  
Saul Goodman & Associates,  
Ringaskiddy,  
County Cork.

**Reference Customers:**  
Astellas  
Pfizer  
Novartis

**Certification & Awards:**  
All team members are fully qualified Manufacturing Excellence experts.  
Optimus Consult awarded 'Manufacturing Excellence Innovation Award 2014' by UK Medical Devices Association