

Course title: Creating Innovative Business Models

Lecture 14. Maximizing success

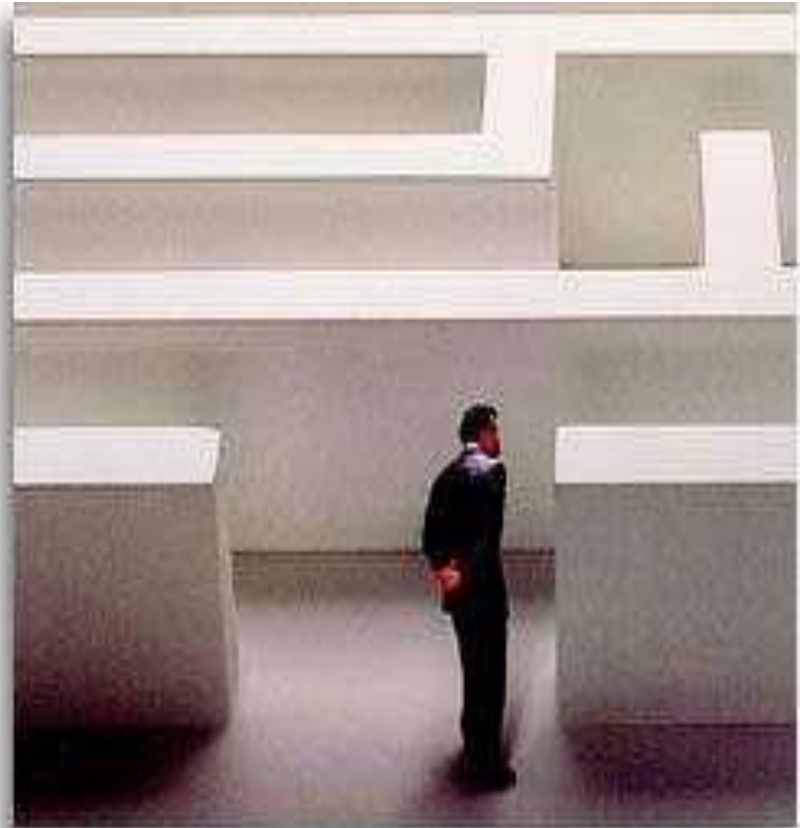
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Introduction

- ◆ **Farmingdale Small Business Development Center**
- ◆ **Small Business Administration**

Business Plan

- **What?**
 - Roadmap
 - Self-checking tool
 - Funding tool
 - Operating guide
- **Why?**
 - 1,000,001 questions
 - Infinite number of possibilities
 - Distractions galore
- **How Long?**
 - 6-9 pages for the narrative, plus financials/ appendices



General Rules

- Make it an interesting read!
 - Bullet points
 - Balance creativity while still getting your point across
 - Use short (1-3 sentence) paragraphs
 - Be careful with using industry jargon
- Write with objectivity
 - Consider using the third-person
- Focus more on initial future (1-2 years), less on later years

Outline of a Business Plan

- Cover Sheet
 - Executive Summary
 - Table of Contents
- 1) Statement of Purpose
 - 2) Company History
 - 3) Business Description
 - 4) Products and Services

Outline of a Business Plan

- 5) Market Analysis
 - a. Customers
 - b. Competition
 - c. Marketing Strategy
- 6) Management
- 7) Operations
- 8) Financial Plan
- 9) Appendices

Cover Sheet

- Identity information
 - The words “Business Plan”
 - Your name and business name
 - Company logo
 - Address
 - Telephone number
 - Fax Number
 - Email Address
 - Web Address (URL)
- Submission date
- Looks vs. content

Executive Summary

- Most important part of the plan
- 30-second test
- Concise explanation
 - Venture objectives
 - Market prospects
 - Financial forecasts
 - Sources and uses
- WRITTEN LAST

Table of Contents

- Include page numbers
- List of headings
 - Major
 - Subsections
- Same font!

Statement of Purpose

- The business plan's objectives: financing or operating guide
- Financing
 - How much money is needed?
 - What will the money be used for?
 - How will the funds benefit the business?
 - Why does this loan or investment make business sense?
 - How will the funds be repaid?
- Operating guide
 - Who will use it?
 - Will it layout strategy plans?
 - How will it be updated?
- Becoming self-sufficient

Sample: Statement of Purpose

This business plan is written to secure financing in the amount of \$24,000, which will cover the following costs:

- \$10,000 in equipment
- \$14,000 in operating capital

The loan will supplement the owner's equity investment of \$20,000, and will be repaid beginning the month after disbursement according to lender terms. Funds will play a crucial role in sustaining the business as the client base grows, and will allow the business to become self-sufficient by the beginning of year two.

Company History

- Mission Statement
- Basic product description
- Names of principals and brief background on each
- Legalities: business type
- Company location
- Number of employees
- Customer highlights
- Your niche and unique qualities
- Strategic alliances
- Awards and merits
- Company milestones (business formation, opening date, hiring employees, revenue levels/ growth)
- 1-3 year plan – future milestones to reach (sales goals, hiring employees)

Sample: Company History (1 of 2)

ABC Child Care strives to become the most-well known and reputable service provider in the XYZ area, with a targeted focus on safety, enrichment, and comfort. The Company was founded based on a growing trend: quality child care is a key issue for working parents, and has now become a top priority for New York State.

The business is owned and operated by its co-founders, John and Jane Doe. Each has had extensive experience working with children prior to opening ABC, in both a teaching and managing capacity. Since opening in March of XXXX, ABC Building Blocks Child Care has reached the following milestones:

Sample: Company History (2 of 2)

- Incorporated as a New York State S-Corporation and became licensed in March, XXXX
- Renovated owned residence of principal to operate, at 123 Main Street, Anytown, NY in March XXXX
- Enlisted first 6 full-time clients in April XXXX
- Reached monthly break even with 8 full-time clients in June XXXX
- Hired full-time staff teacher June XXXX
- \$50,000 in revenue by September XXXX

ABC plans to reach its capacity of 12 children by the end of December XXXX, where projected monthly income will be \$10,000. By June of the following year, the ABC will look to expand to a center-based day care, with a capacity of up to 60 children. Existing clients and waiting list will be transferred and housed in new facility. Please see appendix for projections and growth chart.

Business Description

- Mission statement
- Legalities: business type
- Basic product or service description
- New, takeover, expansion, franchise
- General strategy plan
 - List of planned milestones (business formation, opening date, hiring employees, reaching certain revenue goals)
- Planned strategic alliances
- Work already done
- **Experience in the business**

Sample: Business Description (1 of 3)

JavaNet will provide customers with a unique and innovative environment for enjoying great coffee, specialty beverages, and bakery items. JavaNet, soon to be located in downtown Eugene on 10th and Oak, will offer the community easy and affordable access to the Internet. JavaNet will provide full access to email, WWW, FTP, Usenet and other Internet applications such as Telnet and Gopher.

JavaNet will appeal to individuals of all ages and backgrounds. The instructional Internet classes, and the helpful staff that JavaNet provides, will appeal to the audience that does not associate themselves with the computer age. This educational aspect will attract younger and elderly members of the community who are rapidly gaining interest in the unique resources that online communications have to offer. The downtown location will provide business people with convenient access to their morning coffee and online needs.

Sample: Business Description (2 of 3)

JavaNet is a privately held Oregon Limited Liability Corporation. Cale Bruckner, the founder of JavaNet, is the majority owner. Luke Walsh, Doug Wilson, and John Underwood, all hold minority stock positions as private investors.

JavaNet's start-up costs will cover coffee making equipment, site renovation and modification, capital to cover losses in the first year, and the communications equipment necessary to get its customers online.

The communications equipment necessary to provide JavaNet's customers with a high-speed connection to the Internet and the services it has to offer make up a large portion of the start-up costs. These costs will include the computer terminals and all costs associated with their set-up. Costs will also be designated for the purchase of two laser printers and a scanner.

Sample: Business Description (3 of 3)

In addition, costs will be allocated for the purchase of coffee making equipment. One espresso machine, an automatic coffee grinder, and minor additional equipment will be purchased from Allann Brothers.

The site at 10th and Oak will require funds for renovation and modification. A single estimated figure will be allocated for this purpose. The renovation/modification cost estimate will include the costs associated with preparing the site for opening business.

Please refer to the attached appendix for strategic goals and measures during the first 24 months.

Products and Services

- Detailed description of products or services
- Indicate stage of development: in-process, prototypes, samples
- Patents or trademarks, legal contracts, licensing agreements, regulations, certifications
- “The Brochure Section”

Sample: Products and Services (1 of 3)

At ABC Building Blocks Child Care, we continually work to provide the most well-balanced day care schedule possible for the children. Every day is a mix of lesson time and free play with a weekly theme, generally a number or letter. Most children arrive between 7:30 and 9:30am. The early arrivals eat breakfast at the facility and then engage in free play as the other children arrive and join them. At 9:30, all of the children sit down for a snack. All food served meets the guidelines set forth by the New York State Child and Adult Care Food Program. After snack, there is a lesson. Each day, the program begins with the pledge of allegiance and then moves to activities related to the calendar.

Sample: Products and Services (2 of 3)

The program includes discussion of the months of the year, days of the week, seasons, holidays, and the weather. During the lesson, two-to-four worksheets (made up in advance) on the topic of the week are used.

The sheets include tracing of the letter or number the children are learning, coloring pictures of the related objects, matching games, etc. At least once each week, the children use paints, glue, and scissors to complete a project or craft pertaining to the scheduled theme.

After lessons, the children read a book, or are taught a new song. This is followed by free play prior to lunch. It is a goal of the center to bring the children outdoors, weather permitting, each day. At noon, lunch is served, and is generally a hot meal, consisting of a meat, vegetable, fruit, and grain (such as pasta, rice, or bread) as per the New York State guidelines.

Sample Products and Services (3 of 3)

After lunch, the morning program is repeated and expanded. This is followed by afternoon snack at 2:30pm. Since parents begin pickups at 3:30pm, the children are allowed free play with developmental toys such as puzzles, blocks, and Legos, all of which are kept within their reach.

Diapers are changed as needed throughout the day and records are kept of the changes. The younger children are put down to nap either in porta-cribs or on mats during the morning or afternoon hours as dictated by their individual schedules and the parent's wishes. Hands-on computer training is planned once the center moves to its new location and space permits a computer center.

Additional Sample: Products and Services (1 of 3)

JavaNet will provide full access to email, WWW, FTP, Usenet and other Internet applications such as Telnet and Gopher. Printing, scanning, and introductory courses to the Internet will also be available to the customer. JavaNet will also provide customers with a unique and innovative environment for enjoying great coffee, specialty beverages, and bakery items.

JavaNet will provide its customers with full access to the Internet and common computer software and hardware. Some of the Internet and computing services available to JavaNet customers are listed below:

- Access to external POP3 email accounts.
- Customers can sign up for a JavaNet email account. This account will be managed by JavaNet servers and accessible from computer systems outside the JavaNet network.

Additional Sample:

Products and Services (2 of 3)

- FTP, Telnet, Gopher, and other popular Internet utilities will be available.
- Access to Netscape or Internet Explorer browser.
- Access to laser and color printing.
- Access to popular software applications like Adobe Photoshop and Microsoft Word.

JavaNet will also provide its customers with access to introductory Internet and email classes. These classes will be held in the afternoon and late in the evening. By providing these classes, JavaNet will build a client base familiar with its services. The computers, Internet access, and classes wouldn't mean half as much if taken out of the environment JavaNet will provide. Good coffee, specialty drinks, bakery goods, and a comfortable environment will provide JavaNet customers with a home away from home. A place to enjoy the benefits of computing in a comfortable and well-kept environment.

Additional Sample: Products and Services (3 of 3)

JavaNet will obtain computer support and Internet access from Bellevue Computers located in Eugene. Bellevue will provide the Internet connections, network consulting, and the hardware required to run the JavaNetwork. Allann Brothers will provide JavaNet with coffee equipment, bulk coffee, and paper supplies. At this time, a contract for the bakery items has not been completed. JavaNet is currently negotiating with Humble Bagel and the French Horn to fulfill the requirement.

JavaNet will invest in high-speed computers to provide its customers with a fast and efficient connection to the Internet. The computers will be reliable and fun to work with. JavaNet will continue to upgrade and modify the systems to stay current with communications technology. One of the main attractions associated with Internet cafes, is the state of the art equipment available for use. Not everyone has a Pentium PC in their home or office.

Market Analysis

- Industry analysis
- Customers: individual, business
- Competition
- Marketing Strategy
- **Cite Sources!**

Market Analysis: Industry Analysis

- Market background
- Industry-wide information, trends
- Local industry information, trends
- Market capture and expectations
- Social, economic, legal, technological issues

Market Analysis: Customers

- Customer definition, consistency
- Individual customer demographics
 - Location, age, gender, occupation
 - Ethnic group, lifestyle, education, income
- Business customer demographics
 - Sector, location, structure
 - Sales level, distribution classification, number of employees

Sample: Market Analysis

The child care industry is an ever expanding segment of today's business world necessitated by the increase in families who have two working parents. In Anytown and the surrounding areas, these individuals are predominantly between the ages of 30 and 45 years old with a median age of 36.6. The majority have completed high school and many have varying degrees of college education. While the dual incomes (most families earn between \$65,000 and \$100,000) provide some disposable income, approximately 65% have at least two children under the age of sixteen. These people are wealthy enough to be able to afford day care, but unlikely to have live-in help.

Demographic research conducted uncovered the following:

- the population of children under the age of six years old is 5,307 within the surrounding three-mile radius
- parents of these children seek quality daycare with extended hours to accommodate long work days and schedules

ABC Building Blocks will serve children under six years old, and open at 7:00am and remain open until 7:00pm. Parents can conveniently drop their children off on their way to work and pick them up on their way home.

Competition

- Rule of Three for Competitive Study
 - Why your company is superior
 - Trends in competitive companies
 - Similar and dissimilar
 - SWOT (strengths, weaknesses, opportunities, threats)
 - Lessons learned
 - Advertising
 - Eye on the future
- **Competitive grid and explanation**

Sample: Competition (1 of 2)

The main competitors in the retail coffee segment are Cafe Paradisio, Full City, Coffee Corner and Allann Bros. These businesses are located in or near the downtown area, and target a similar segment to JavaNet's (i.e. educated, upwardly-mobile students and business people).

Competition from online service providers comes from locally-owned businesses as well as national firms. There are approximately eight, local, online service providers in Eugene. This number is expected to grow with the increasing demand for Internet access. Larger, online service providers, such as AOL and CompuServe are also a competitive threat to JavaNet. Due to the nature of the Internet, there are no geographical boundaries restricting competition.

Sample: Competition (2 of 2)

Due to intense competition, cafe owners must look for ways to differentiate their place of business from others in order to achieve and maintain a competitive advantage. The founder of JavaNet realizes the need for differentiation and strongly believes that combining a cafe with complete Internet service is the key to success. The fact that no cyber-cafes are established in Eugene, presents JavaNet with a chance to enter the window of opportunity and enter into a profitable niche in the market.

JavaNet will be the first Internet cafe in Eugene. JavaNet will differentiate itself from the strictly-coffee cafes in Eugene by providing its customers with Internet and computing services.

Competitive Grid

Competitor	Bobo Salon and Styling	Johnny's Hair
Offerings	Men's/women's cut/styles/color perms	Men's cuts only
Service Prices	Starts at \$38	Starts at \$50
Retail Prices	100% markup	100% markup
Location	High traffic, highly visible	Moderate traffic, highly visible
Expertise	20+years, up-to-date trends	15+ years, young hairstylists
Service	Set hours, little schedule flexibility	Manager never there
Turnover	Low	High
Capacity	11 active chairs	8 active chairs
Client Base	Over 4000	?

BEST CUTS
Men's/ women's cut/ style/ color/ perms
Starts at \$30
75% markup
High traffic, not visible
13+ years, up-to-date trends
Custom hours to suit clients needs
Sole stylist
1 active chair
Over 300

Marketing Strategy

- Obtaining a profitable share of the entire marketplace
 - Product: sellable aspects, brand image
 - Pricing: cost-plus or economic value
 - Placement
 - Promotion

Sample: Marketing Strategy

JavaNet will position itself as an upscale coffee house and Internet service provider. It will serve high-quality coffee and espresso specialty drinks at a competitive price. Due to the number of cafes in Eugene, it is important that JavaNet sets fair prices for its coffee. JavaNet will use advertising as its main source of promotion. Ads placed in The Register Guard, Eugene Weekly, and the Emerald will help build customer awareness. Accompanying the ad will be a coupon for a free hour of Internet travel. Furthermore, JavaNet will give away three free hours of Internet use to beginners who sign up for an introduction to the Internet workshop provided by JavaNet.

Management

- Job descriptions of the decision makers
- “I do everything!”
- Compensation, benefits
- Contribution and background as leverage to perform
- Advisory board

Sample: Management (1 of 2)

Mr. Jarvis was born in Anytown, USA, and has lived there all his life. After graduating from local schools and serving in the US Navy for three years, he became a self-employed carpenter, taking night courses in small business management and sales at the University of California, with the aim of owning and managing a retail store. He currently serves on the local zoning board. He and his wife (a medical secretary) live in Anytown with their two children.

Mr. Bo was born in Utah, attended schools in Texas, Nebraska, and New York, and served four years in the Marines (rank upon separation: E-3). He test-drove motorcycles for a year, then served as parts manager for Wheely Cycles, Inc. before joining the Fatback Fish Division of Tasty Foods as a packer in March 1989 in their East Machias, Maine, plant. In June 1996, he resigned as line foreman of the Frozen Food Filleting Department to join Mr. Jarvis in Finestkind. He is unmarried and lives in Anytown.

Sample: Management (2 of 2)

Both men are healthy and energetic. They believe their energies complement each other and help make Finestkind a success. In particular, Mr. Bo knows all of the fishermen while Mr. Jarvis is a well-known member of the community. Because Mr. Bo has had experience in cost control and line management, he will be responsible for the store and inventory control. Mr. Jarvis will be primarily responsible for developing the wholesale business. They will set policies together. Personnel decisions will be made jointly.

Salaries will be \$1,500/ month for the first year to enable the business to pay off start-up costs. Mr. Jarvis' wife earns enough to support their family; Mr. Bo's personal expenditures are low because he shares a house with five other men. In the second year they will earn \$2,000/ month; in the third year \$2,500/ month with any profits returned to the business.

In order to augment their skills, they have enlisted the help of Harris and Wakeman (CPAs), James, Garvey, and Kippers (attorneys), and Jake Stemmer, a retired banker who will be on their advisor board. Other advisory board members are Steven Tessus, business consultant; the University of California's Venture Incubator Center's John Lawrence; and Peter Shortt of FFFR (First For Fish Retailers). This board will provide ongoing management.

Production/ Operations

- Logistics
 - plant location, facilities needed, space requirements, capital equipment needed, labor requirements
 - If applicable: purchasing policy, quality control program, inventory control system, production cost breakdown, subcontracts
- Environmental and other issues
- Further research and development
- What is done vs. what is TO BE done

Sample: Production/ Operations (1 of 3)

The Company's facilities will include a 120-foot live-aboard vessel designed specifically for diving. This vessel will include private rooms, restaurant-like meals, a photo lab, and a dive classroom for divers who want to brush up on dive techniques, and a medical room for treatment of any injuries that might be incurred. Also aboard is a jacuzzi and unlimited dry air supply for air tanks.

The land-based office will sit along the beach and have its own covered port for maintaining the vessel and keeping it in good condition when not underway. The office will be easily accessible on a paved road. The Company will carry thirty air tanks, thirty pairs of masks, fins, and snorkels, thirty weight belts, thirty BCU's, thirty regulators, and fifty pounds of weights. A number of different accessories will be for rent by the dive. Such accessories include underwater cameras, dive knives, underwater lights, and gloves, dive computers, and torpedos.

In order to maintain the quality of equipment, all of it, from the snorkel to the boat engine is inspected monthly by owners. Defective items will be returned to suppliers for a new product replacement. The air tanks will be checked yearly as required by law by a licensed technician.

Sample: Production/ Operations (2 of 3)

All equipment will be hosed down with fresh water extensively after every dive to maintain its quality. Salt water will not remain on any equipment to be stored. The restaurant will maintain above standard health code regulations with an extensive cleaning of the all-aluminum kitchen.

To keep track of equipment, a weekly count will be taken of all equipment aboard the vessel. There will be a count before passengers board and before passengers leave.

Operations will be handled by the owners, by which a handout will be given to all hands daily as to what their assigned jobs will be. The assignments will be fairly routine from day to day. Before each dive, all divers will be surveyed, and given a thorough and illustrated briefing to clear up any confusion.

Sample: Production/ Operations (3 of 3)

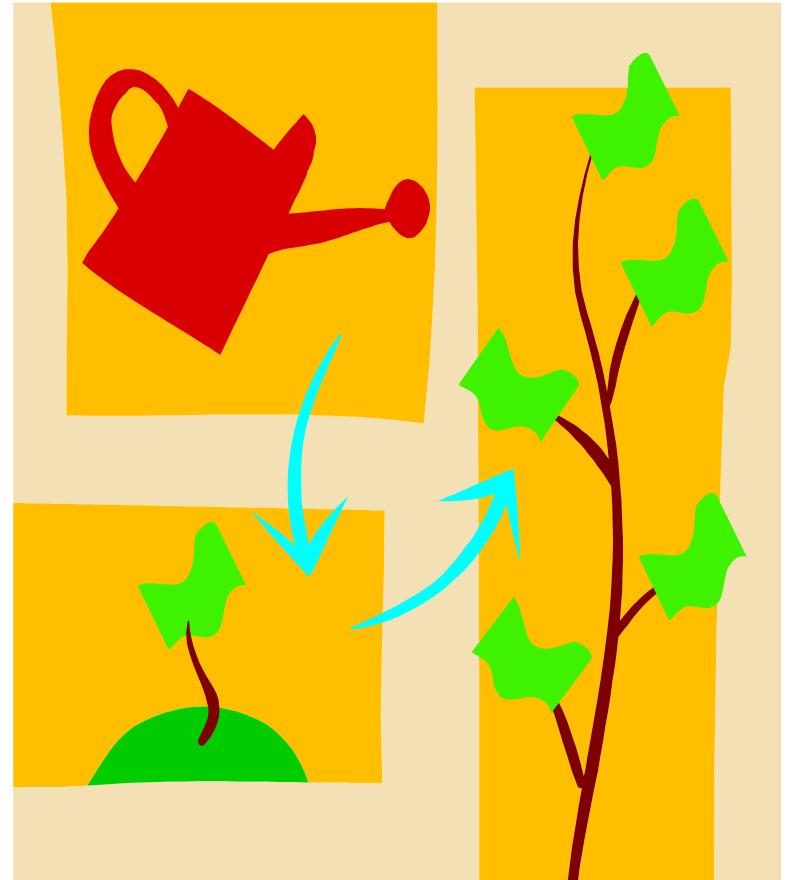
Four part-time hands will be hired at \$15/ hour, for 20 hours per week each. Owners will cover the employee payroll requirements: medicare, social security, worker's compensation, unemployment, which will amount to an additional \$4 per each employee hour worked. No medical benefits will be offered.

Sources of supply include: Jamison Scuba and Water Lung (scuba equipment), Nighthawk Solutions (lighting equipment), Bahamas Boats (live-aboard vessel), and Harvey Foods (food).

The Company will purchase supplies in bulk to receive a discount on the merchandise. Bills will be paid off within ten days of arrival to take advantage of the 2% discount. All orders and payments are approved by owners.

How Much \$\$\$ Do I Need?

- Determine start up costs and estimate monthly operating costs to determine your working capital needs



Financial Plan

- THE PRIMARY EVALUATING TOOL
 - Support all information
 - Make conservative projections
- Start-up Budget: amount needed to open
- Operating Budget: ongoing expenses once open
- Sources and Uses Sheet

Financing Your New Business

- Start up loans are very difficult to obtain
- Chances are you have to rely on the funds you can personally raise
- Grants?! Sidebar here
 - Matthew Lesko, NGC



Methods of Financing

- Personal funds
- Family/ friend loans and gifts
- Angel investor
- Venture capital
- Grants
- Personal loan
- Business loan

What is an SBA Guaranteed Loan?

- Loan obtained from a financial institution, guaranteed by the SBA
- Loans of various sizes

What are the Requirements?

- An excellent personal and business credit record
- Adequate collateral
- Cash investment: generally 20-30% of total project
- Experience in the business you are starting
- A solid business plan

Financial Plan: Startup Budget

- Personnel (costs prior to opening)
- Occupancy (lease, rent, or mortgage)
- Legal/ Professional Fees
- Equipment
- Supplies
- Salary/ Wages
- Utilities
- Payroll Expenses
- Internet
- Licenses/ Permits
- Insurance
- Advertising/ Promotions

Financial Plan: Operating Budget

- Personnel
- Lease/ Rent/ Mortgage
- Loan Payments
- Legal Fees
- Accounting
- Supplies
- Salaries/ Wages
- Dues/ Subscriptions/ Fees
- Repairs/ Maintenance
- Insurance
- Advertising/ Promotions
- Depreciation
- Payroll Expenses
- Internet
- Payroll Taxes
- Travel/ Entertainment
- Miscellaneous
- 3-6 Months of Operating Capital

Financial Plan: Sources and Uses

- Sources of funds
- Details of requested financing
 - Amount
 - Use
 - Terms

SOURCES & USES OF FUNDS

SOURCES OF FUNDS

INVESTMENT CAPITAL

Cash on Hand
Investment by Founder
Investment by Others
Incentives and Grants

DEBT CAPITAL

Bank Business Loan
Bank Personal Loan
SBA Guaranteed Loan
Other Loans

TOTAL

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APPLICATION OF FUNDS

Rent & Security Deposits
Equipment/ Fixtures
Leasehold Improvements
Initial Inventory
Working Capital
Insurance
Professional Fees
Advertising
Signage
Contingency Reserve

TOTAL

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Pro-Forma Income Statement

Year

1	2	3
---	---	---

Sales			
Less: Cost of Goods Sold			

Gross Profit

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Operating Expenses

Rent/ Mortgage			
Owner's Salary			
Other Salaries			
Payroll Taxes			
Advertising & Promotion			
Telephone			
Office Expense			
Dues and Subscriptions			
Accounting			
Insurance			
Professional Fees			
Internet			
Repairs & Maintenance			
Licenses & Permits			
Travel & Entertainment			
Legal Fees			
Bank Charges			
Miscellaneous			
Depreciation			
Amortization			
Interest			

Total Operating Expenses

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Net Profit Before Taxes

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**Pro-Forma Balance Sheet
(Opening Day of Business)**

CURRENT ASSETS

Cash	
Accounts Receivable	
Inventories	
Prepaid Expenses	
Other Current Assets	

TOTAL CURRENT ASSETS

FIXED ASSETS

Land	
Leasehold Improvements	
Equipment	
Vehicles	
Other Fixed Assets	

Subtotal Fixed Assets

Less: Accumulated Depreciation

TOTAL FIXED ASSETS

TOTAL ASSETS

CURRENT LIABILITIES

Accounts Payable	
Short-Term Debt	
Accrued Expenses	
Other Current Liabilities	

TOTAL CURRENT LIABILITIES

LONG-TERM DEBT

OWNER'S EQUITY

Paid-In Capital	
Retained Earnings	

TOTAL OWNER'S EQUITY

TOTAL LIABILITIES & OWNER'S EQUITY

Appendices

- Supplemental materials
 - Resumes of management team
 - Past three years of tax returns
 - Current bank statements
 - Copies of existing loans or notes
 - Interim income statement and balance sheet
 - Personal financial statement
 - Copies of legal documents
 - Copies of potential contracts
 - Letters of reference
- **TOTAL PACKAGE FOR A LOAN APPLICATION**

Sample: Executive Summary (1 of 2)

JavaNet, unlike a typical cafe, will provide a unique forum for communication and entertainment through the medium of the Internet. JavaNet is the answer to an increasing demand. The public wants: (1) access to the methods of communication and volumes of information now available on the Internet, and (2) access at a cost they can afford and in such a way that they aren't socially, economically, or politically isolated. JavaNet's goal is to provide the community with a social, educational, entertaining, atmosphere for worldwide communication.

This business plan is prepared to obtain financing in the amount of \$24,000. The supplemental financing is required to begin work on site preparation and modifications, equipment purchases, and to cover expenses in the first year of operations. Additional financing has already been secured in the form of: (1) \$24,000 from the Oregon Economic Development Fund (2) \$19,000 of personal savings from owner Cale Bruckner (3) \$36,000 from three investors (4) and \$9,290 in the form of short-term loans.

Sample: Executive Summary (2 of 2)

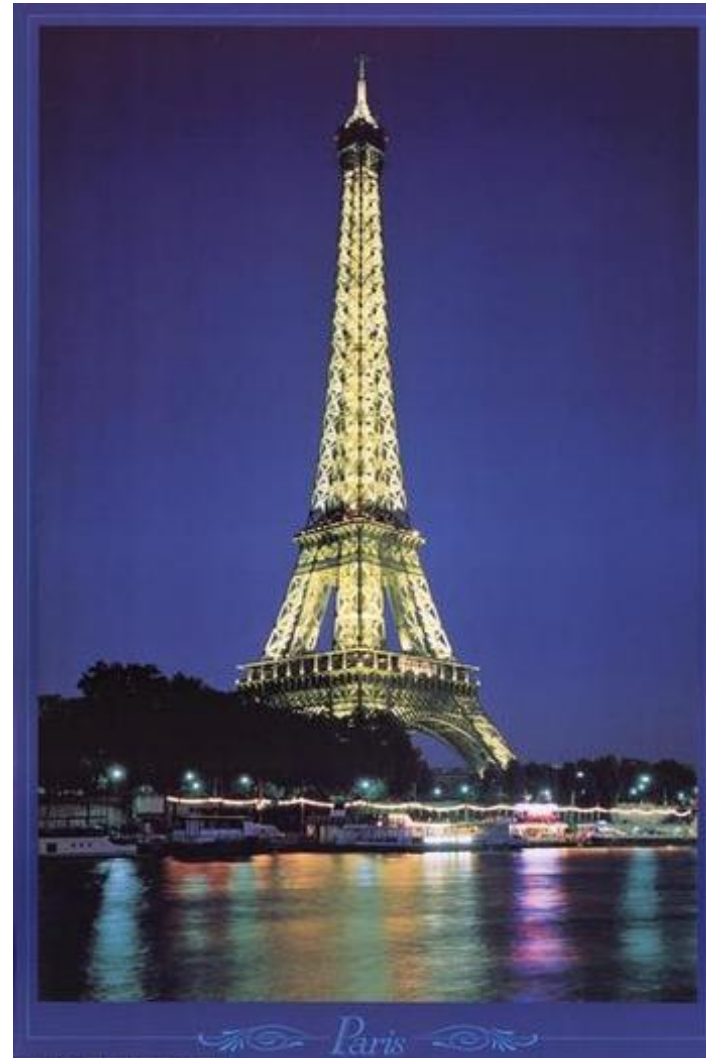
JavaNet will be incorporated as an LLC corporation. This will shield the owner Cale Bruckner, and the three outside investors, Luke Walsh, Doug Wilson, and John Underwood, from issues of personal liability and double taxation. The investors will be treated as shareholders and therefore will not be liable for more than their individual personal investment of \$12,000 each.

The financing, in addition to the capital contributions from the owner, shareholders and the Oregon Economic Development Fund, will allow JavaNet to successfully open and maintain operations through year one. The large initial capital investment will allow JavaNet to provide its customers with a full featured Internet cafe. A unique, upscale, and innovative environment is required to provide the customers with an atmosphere that will spawn socialization. Successful operation in year one will provide JavaNet with a customer base that will allow it to be self sufficient in year two.

Summary Slide



planning



Reference

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