[Paste your company logo here, if available]

***[Company Name]***

***[Company Address]***

***[Company Email/Phone Number]***

**Business Plan**

Prepared for

Kuwait National Fund for SME Development

9th Floor, Global Tower

Khalid Bin Al Waleed Street, Sharq

Kuwait City, Kuwait

Prepared by

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[2021

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# Executive Summary

**The executive summary represents the pitch for your business plan in brief. We recommend you only complete this section after preparing your full business plan.**

[Paragraph 1: Introduction]

*Briefly describe the company. Include the*

1. *Business name:* Cubcial Services
2. *Legal structure:*
3. *Status and key dates:*
4. *Industry: IT Sector*
5. *Main operations/products/services and the needs fulfilled*
6. *Location*

[Paragraph 2: Mission]

*In one sentence, state the mission of the company*

*---------------------------------------------------------------------------------------------------------------------*

[Paragraph 3: Vision]

*In one sentence, state the vision of the company*

*---------------------------------------------------------------------------------------------------------------------*

[Paragraph 4: Strategy]

*Briefly discuss the:*

1. *Sales and marketing strategy*
2. *Pricing strategy*
3. *Strategic partnerships you have/intend to have*
4. *Readiness of products (idea, prototypes, ready for sale) or clients secured/potential, whichever is applicable*

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[Paragraph 5: Market Analysis]

*Briefly discuss the:*

1. *Targeted market/customers: characteristics, needs, trends*
2. *Competitive advantage/key to success*
3. *Risks facing the business and how you can mitigate them*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

[Paragraph 6: Financial Performance]

*Discuss the financial status of the business by commenting on how the company performed in the last 3 years (or less), if the company is existing, and the outlook for the next 5 years (growth of sales, net profit, and assets, margin/return trends)*

*------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

[Paragraph 7: Funding Required]

*Include:*

1. *Required amount of funding and land area and location, if needed*
2. *Reasons behind the required funding*
3. *Other type of support needed from KNF (training programs, licenses issuance…)*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

[Paragraph 8: Team]

1. *Founders’ relative experience*
2. *Total number of employees (current and potential)*
3. *Number of Kuwaiti employees (current and potential)*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

[Paragraph 9: Business Plan Preparation]

1. *Identify the type of support received in preparing the business plan (feasibility study expert, friends, technical experts….). Name the company providing support, if applicable, and mention if it is one of the suggested sources mentioned on KNF’s website*

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# Legal Matters

## Legal Structure

1. *Identify whether the business will be set up as a limited liability company, shareholding company, joint venture…*

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1. *Explain the reason behind your choice*

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## License, Permits, and Insurance Policies

1. *Specify the types of licenses, permits, and certifications required to operate the business*

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1. *Would it be difficult to obtain any of the above? If yes, what is the impact on the business and operations?*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Are there any restrictions on the use of the property in your area (e.g. zoning laws, industrial project in a non-industrial area…) and on the operations of the business*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Identify if you currently or potentially should enjoy intellectual property protection through trademark, copyright, and patents*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Elaborate on the insurance policies you have/should have to support your business and estimate the corresponding cost*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Mention if you need the support of KNF via Window 1 or other type of support*

*------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## External Support

1. *Identify the key advisors (financial, strategic, legal, insurance agents, advisory board..) for the business, the type of support they will offer, and the corresponding compensation (financial or non-financial)*

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# Organization Summary

## Company Organizational Structure

1. *Include all the employees you will hire over the next 5 years. Provide the relevant organizational structure that matches your company*
2. *Will the compensation packages (salaries + benefits) to be offered for Kuwaitis and non-Kuwaitis be higher or lower than market average? Explain the reason behind offering higher/lower salaries, if it is the case*

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1. *What is your plan to hire the above employees?*

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1. *Explain how you will develop your employees (training programs, mentorship…) and estimate the training and development cost/employee*

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## National Hiring

1. *Specify the roles that can be filled up by Kuwaitis and assess the likelihood of success in doing so*

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## Founders’ Profiles

1. *Describe the shareholders who founded the business*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name, Title**  **(% share)** | **Brief Job Description/ (Full/ Part time)** | **Education/ Qualifications** | **Experience** | **Basic Annual Salary** | **Benefits/ bonus** | **Annual Increase** | **Date and period of hiring** |
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1. *Would the exit of any of the shareholders hurt the business? If yes, estimate the impact.*

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## Management

1. *Describe the management team, excluding the founders mentioned before, needed to run the business*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Position (Nationality)** | **Brief Job Description/ (Full/ Part time)** | **Education/ Qualifications** | **Experience** | **Basic Annual Salary** | **Benefits/ bonus** | **Annual Increase** | **Date and period of hiring** |
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1. *In case your company is already operational, highlight any changes happened within the management team in the last 3 years. If any changes happened, elaborate on the reason behind the change and the impact on the business*

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## Operating Team’s Profile

1. *Describe the operating team needed for the business*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Position (Nationality)** | **Brief Job Description/ (Full/ Part time)** | **Education/ Qualifications** | **Experience** | **Basic Annual Salary** | **Benefits/ bonus** | **Annual Increase** | **Date and period of hiring** |
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# Physical Location

1. *If you plan to construct a property, fill in the below table by answering the following questions:*
2. *Identify the type of the property (building/office/factory…)*
3. *Specify the type of construction (bricks, Shinko)*
4. *Specify the area of the land that will be used for the construction*
5. *Specify the total area built (BUA)*
6. *Specify the source of the land*
7. *Specify the cost of construction per sqm*
8. *Clarify the reason for choosing the location of the land you will construct (affordable price, convenience…)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Property type** | **Construction type** | **Land area (sqm)** | **BUA (sqm)** | **Source of land (KNF, other)** | **Construction cost/ sqm (quote or actual)** | **Reason for choosing the location** |
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1. *If you plan to rent/are currently renting a property, fill in the below table by answering the following questions:*
2. *Identify the type of the property (building/office/factory…)*
3. *Specify the total area rented*
4. *Specify the rental rate per sqm*
5. *Clarify the reason for choosing the location of the rented property (affordable rent, convenience…)*

|  |  |  |  |
| --- | --- | --- | --- |
| **Property type** | **Total area rented (sqm)** | **Annual rental rate/ sqm (quote or actual)** | **Reason for choosing the location** |
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1. *If you plan to purchase/own a property, fill in the below table by answering the following questions:*
2. *Identify the type of the property (building/office/factory…)*
3. *Specify the total area purchased*
4. *Specify the purchase price per sqm*
5. *Clarify the reason for choosing the location of the bought property (affordable rent, convenience…)*

|  |  |  |  |
| --- | --- | --- | --- |
| **Property type** | **Total area purchased (sqm)** | **Price/ sqm (quote or actual)** | **Reason for choosing the location** |
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*\*KNF does not provide funding for purchasing property/land*

1. *Assess your ability (capable, incapable) to execute your project in case KNF did not provide you with the land requested, if any*

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1. *Assess the impact on your business plan and the corresponding financial statements in case KNF did not provide you with the land requested, if any*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

# Products/Services

## Portfolio Composition

*Fill in the below table by answering the following questions:*

1. *List the products and/or services offered to your customers*
2. *Describe their features and competitive advantage*
3. *Assign the life cycle stage (conception, introduction, growth, maturity, innovation, or decline)*
4. *Assign the development stage (model stage, working prototype, full manufacturing), if the product does not yet exist in the market*
5. *State the % of contribution of each product and/or service to total sales*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Description** | **Life cycle stage** | **Development stage** | **Average % contribution to total sales over 5 years** |
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## Production/Service Delivery/Operation Process

1. *Describe the production/operation process, if there is any, in a flow chart (change the chart as needed)*
2. *Fill in the below table, where applicable, by answering the following questions:*
3. *Indicate whether the activity will be performed in-house (internal) or outsourced (subcontractor)*
4. *Estimate the duration taken to perform each activity*
5. *Estimate the cost of performing each activity*
6. *Estimate how much each activity will contribute to the total sales over the next 5 years*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Internal/ Subcontractor name** | **Duration** | **Cost** | **Average contribution of the activity to make the product/service available** |
| Activity 1 |  |  |  |  |
| Activity 2 |  |  |  |  |
| Activity 3 |  |  |  |  |
| Activity 4 |  |  |  |  |
| Activity 5 |  |  |  |  |
| Activity 6 |  |  |  |  |
| Activity 7 |  |  |  |  |
| Activity 8 |  |  |  |  |

1. *Discuss the availability of inventory/ready-made services and the stocking process, if applicable*

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1. *Describe the required property, plant, and equipment and provide the supporting documents if available (contracts, emails, quotations…)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Property, Plant, & Equipment** | **Use** | **Layout/**  **Specification (size, type)** | **Cost** | **Quotations obtained (Source and amount)** |
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1. *Mention the production capacity and utilization of each line/product per year, if applicable*

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Line/ product** | **Capacity** | | | | | **Utilization** | | | | |
| **T = 1** | **T = 2** | **T = 3** | **T = 4** | **T = 5** | **T = 1** | **T = 2** | **T = 3** | **T = 4** | **T = 5** |
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## Environmental Impact

1. *Assess the impact of your project (products/services) on the environment (positive, negative, neutral) and explain the reason*

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# Market Analysis

## Market Overview and Sizing

1. *Describe the primary market of your company and your position within it*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Estimate the size of the market and its 5-year growth outlook*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Sector Trends

1. *Discuss the general trends in the sector*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Describe upcoming trends that might reshape the market*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Analyze the impact of market changes (e.g. change in interests, supply/demand shock…) on your business and suggest means to overcome them*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Target Market Segmentation

1. *Specify the target market you will address and the ones you will ignore (critical needs, demographics, location, seasonal trends, buyers’ purchasing power, suppliers’ purchasing power)*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Specify the level of market penetration/share you believe you have, if you are an existing company, and the level you target to achieve in the next five years*

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1. *Explain how you will increase your market share*

*------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Competition

1. *Identify your direct and indirect competitors*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Analyze the competitive advantage each competitor enjoys compared to you*

|  |  |  |
| --- | --- | --- |
| **Competitor** | **Market Share** | **Key Competitive Advantage (s)** |
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1. *Mention the products/services of your competitors, the similarities/differences you have with them, and how you plan to narrow the gap with them*

*----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Discuss your competitive advantage compared to the market*

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1. *Discuss the barriers to entry (set-up cost, time, technology, switching cost, patents..) into the market and how you can mitigate them*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Explain how you would respond to increase in competition and loss of customers to competitors*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Customers

1. *Identify the major current and potential types of customers: institutional, retail, government*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Discuss the profile (demographics, income level, trends, lifestyles, needs) of the customers you target or plan to target*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Describe the switching cost of your customers and the means to retain them and attract new ones.*

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## Suppliers

1. *Identify the major suppliers in the market and assess if they control the market*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Specify the suppliers you will deal with and justify your choice*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Evaluate your possibility to change suppliers and estimate the corresponding switching cost*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Timing of Market Entry

1. *If you are a new business or planning to launch a new product/branch, choose the timing and explain the reason behind that*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

# SWOT Analysis

*After assessing the market and devising how your company functions, state the company’s strengths and weaknesses, and the opportunities and threats that the market might impose. Also, elaborate on how you will capitalize on the strengths and opportunities while you overcome the weaknesses and mitigate the threats*

## Strengths

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## Weaknesses

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## Opportunities

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## Threats

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*Based on the above analysis, explain how you can improve your business (reduce cost by outsourcing, increase market share by offering superior quality or price discounts, or avoid margin reduction due to increasing cost…)*

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# Strategy

## Action Plan

1. *Milestones: Explain your action plan to make your company a success. List the key milestones and the potential corresponding dates of each*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Marketing Strategy

1. *Company Image: Describe how you want to position your company (product/service: luxury, affordable, necessity…) and how you will achieve your goal (high quality, affordable pricing…)*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Customer Service: Explain how you will handle the customer service, the warranties and guarantees concerning your products/services, and the return policy and service costs*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Advertising and Promotion: Discuss the channels used to reach out to customers*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Market penetration effectiveness: Estimate how you will measure the effectiveness of each marketing tactic*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Marketing cost: Estimate the marketing cost of the activities you conduct*

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Frequency** | **Cost/Activity** | **Total Cost** |
| Activity 1 |  |  |  |
| Activity 2 |  |  |  |
| Activity 3 |  |  |  |
| Activity 4 |  |  |  |
| Activity 5 |  |  |  |

## Sales Strategy

1. *Sales Force: Describe your sales approach and whether you will have an internal and/or external sales force team*

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1. *Describe the distribution channels that the company uses or plans to use*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Indicate if you have undertaken trial runs with customers or potential customers. If yes, explain the outcome and provide supporting documents (contracts, emails…) as an appendix*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Existing/new contracts: Fill in the below table with the details of the contracts that the company has*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Project details** | **Main or subcontractor** | **Project Value (KWD)** | **Remaining value (KWD)** | **Start date** | **End date** | **% of completion** | **Gross Profit Margin** |
|  |  |  |  |  |  |  |  |
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1. *Sales projections: Fill in the below table with the sales projections of the next 5 years*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Product/Service** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| Product 1 |  |  |  |  |  |
| Product 2 |  |  |  |  |  |
| Product 3 |  |  |  |  |  |
| Product 4 |  |  |  |  |  |
| Product 5 |  |  |  |  |  |
| Service 1 |  |  |  |  |  |
| Service 2 |  |  |  |  |  |
| Service 3 |  |  |  |  |  |
| Service 4 |  |  |  |  |  |
| Service 5 |  |  |  |  |  |

## Pricing Strategy

1. *Devise your pricing strategy (low volume/high margin, high volume, low margin, dynamic, static…) and explain the reason behind your choice*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Provide a price and gross margin list by product, if possible, and explain how your prices and margins compare to your peers*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Product/ Service** | **Price** | **Price vs. Market average (3-5 years)** | **Margin** | **Margin vs. market average (3-5 years)** |
|  |  |  |  |  |
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1. *Discuss your promotion/discount strategy*

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1. *Describe the impact of the changing prices (increase/decrease) of your products/services on your customers (no impact, loss of existing customers, gain of new customers) and justify the reason behind the impact*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

# Financial Plan

## Funding Requirements

1. *Estimate the amount of funding needed to run the business (the capital should not exceed KWD 500,000)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Total Amount** | **KNF**  **(80%)** | **Equity**  **(10-20%)** | **Commercial Loan (0-10%)** | **Tenure (KNF Loan)** | **Grace Period (KNF Loan)** |
|  |  |  |  |  |  |

1. *Breakdown the loan amount required according to the purpose/use of the money (capital spending funding, operating expenses funding…). If the loan purpose is to fund operating expenses, specify if the expenses cover a period of 3, 6, 9, 12 months (maximum) or other intervals*

|  |  |  |
| --- | --- | --- |
| **Purpose** | **Amount** | **Date of spending the amount** |
|  |  |  |
|  |  |  |
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1. *Identify the source of the 20% equity that should be contributed to the project (personal cash or bank loan). If the source is a bank loan, estimate the possibility of securing it and provide any supporting documents*

*---------------------------------------------------------------------------------------------------------------------*

1. *Clarify if you will provide a collateral against the loan and if yes, describe it and estimate the collateral value/loan value*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Explain the existing/optimal financial structure of the company (debt vs. equity)*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *If you have existing loan obligations, identify the source (Kuwait Small Projects Development Co., The Industrial Bank of Kuwait, Commercial Bank name) and the amount borrowed and outstanding*

*------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Do you have/are you planning to raise any other debt facilities? If yes, please indicate the purpose and assess your liquidity standing*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

## Financial information

1. *Describe the performance of the company for at most the last three years (revenue growth, asset growth, return changes, margin trend…), in case it existed, and identify the drivers behind the changes*

*---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Estimate the potential return on investment after 5 years of operations and assess the probability of achieving it*

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1. *Estimate how much of your financial statements (cash balance, sales, asset purchases/sales) can be traced through the company’s bank account due to credit sales, bank transfers/deposits/payments*

*------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

1. *Identify the assumptions (revenues, net profit, margins…) you have doubts about as a result of being conservative or optimistic, the reason for that, and the impact on your business (positive or negative)*

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# References

*Provide the references (websites, hardcopy studies, copy of sections from books) to support the data used in the study. It is highly recommended that you only use credible sources.*

*------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------*

# CVs

*Attach the CVs of the team members*

# Financial Statements

*Fill in the below financial statements*

## Income Statement

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Period** | **Historical/ Pre-operation period** | | | | **Forecast period** | | | | |
| **Start of period** |  |  |  |  |  |  |  |  |  |
| **End of period** |  |  |  |  |  |  |  |  |  |
| Revenue |  |  |  |  |  |  |  |  |  |
| Cost |  |  |  |  |  |  |  |  |  |
| **Gross Profit** |  |  |  |  |  |  |  |  |  |
| Staff Cost |  |  |  |  |  |  |  |  |  |
| General & Administrative Expenses |  |  |  |  |  |  |  |  |  |
| Sales & Marketing Expenses |  |  |  |  |  |  |  |  |  |
| Other Expenses |  |  |  |  |  |  |  |  |  |
| Other Income |  |  |  |  |  |  |  |  |  |
| **EBITDA** |  |  |  |  |  |  |  |  |  |
| Depreciation & Amortization |  |  |  |  |  |  |  |  |  |
| EOSB Provisions |  |  |  |  |  |  |  |  |  |
| **EBIT** |  |  |  |  |  |  |  |  |  |
| Finance Cost |  |  |  |  |  |  |  |  |  |
| **EBT** |  |  |  |  |  |  |  |  |  |
| Tax Provisions (KFAS, Zakat, other) |  |  |  |  |  |  |  |  |  |
| **Net Profit** |  |  |  |  |  |  |  |  |  |

## Balance Sheet

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Period** | **Historical/ Pre-operation period** | | | | **Forecast period** | | | | |
| **Start of period** |  |  |  |  |  |  |  |  |  |
| **End of period** |  |  |  |  |  |  |  |  |  |
| **Assets** |  |  |  |  |  |  |  |  |  |
| **Current Assets** |  |  |  |  |  |  |  |  |  |
| Cash & Bank Balance |  |  |  |  |  |  |  |  |  |
| Accounts Receivables |  |  |  |  |  |  |  |  |  |
| Inventories |  |  |  |  |  |  |  |  |  |
| Other Current Assets |  |  |  |  |  |  |  |  |  |
| Total current assets |  |  |  |  |  |  |  |  |  |
| **Non-current Assets** |  |  |  |  |  |  |  |  |  |
| Land |  |  |  |  |  |  |  |  |  |
| Construction work in progress |  |  |  |  |  |  |  |  |  |
| Property Plant & Equipment |  |  |  |  |  |  |  |  |  |
| Intangible Assets |  |  |  |  |  |  |  |  |  |
| Other Fixed Assets |  |  |  |  |  |  |  |  |  |
| Total non-current Assets |  |  |  |  |  |  |  |  |  |
| **Total assets** |  |  |  |  |  |  |  |  |  |
| **Liabilities & Equities** |  |  |  |  |  |  |  |  |  |
| **Current liabilities** |  |  |  |  |  |  |  |  |  |
| Accounts payable |  |  |  |  |  |  |  |  |  |
| Short-term Portion of Loan |  |  |  |  |  |  |  |  |  |
| Dividends Payable |  |  |  |  |  |  |  |  |  |
| Tax Payable |  |  |  |  |  |  |  |  |  |
| Overdraft |  |  |  |  |  |  |  |  |  |
| Other Current Liabilities |  |  |  |  |  |  |  |  |  |
| Total Current Liabilities |  |  |  |  |  |  |  |  |  |
| **Period** | **Historical/ Pre-operation period** | | | | **Forecast period** | | | | |
| **Start of period** |  |  |  |  |  |  |  |  |  |
| **End of period** |  |  |  |  |  |  |  |  |  |
| **Non-current liabilities** |  |  |  |  |  |  |  |  |  |
| Long-term Portion of Loan |  |  |  |  |  |  |  |  |  |
| EOSB Provisions |  |  |  |  |  |  |  |  |  |
| Other Non-Current Liabilities |  |  |  |  |  |  |  |  |  |
| Total non-current liabilities |  |  |  |  |  |  |  |  |  |
| **Shareholders’ Equity** |  |  |  |  |  |  |  |  |  |
| Share Capital |  |  |  |  |  |  |  |  |  |
| Statutory Reserves |  |  |  |  |  |  |  |  |  |
| Voluntary Reserves |  |  |  |  |  |  |  |  |  |
| Retained Earning |  |  |  |  |  |  |  |  |  |
| Other Accounts |  |  |  |  |  |  |  |  |  |
| Total Shareholders’ Equity |  |  |  |  |  |  |  |  |  |
| **Total Liabilities & Equity** |  |  |  |  |  |  |  |  |  |

## Cash Flow Statement

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Period** | **Historical/ Pre-operation period** | | | | **Forecast period** | | | | |
| **Start of period** |  |  |  |  |  |  |  |  |  |
| **End of period** |  |  |  |  |  |  |  |  |  |
| **Operating Activities** |  |  |  |  |  |  |  |  |  |
| Net Profit |  |  |  |  |  |  |  |  |  |
| **Add:** |  |  |  |  |  |  |  |  |  |
| Depreciation & Amortization |  |  |  |  |  |  |  |  |  |
| Finance Cost |  |  |  |  |  |  |  |  |  |
| EOSB Provisions |  |  |  |  |  |  |  |  |  |
| Tax Provisions |  |  |  |  |  |  |  |  |  |
| **Deduct:** |  |  |  |  |  |  |  |  |  |
| EOSB Paid |  |  |  |  |  |  |  |  |  |
| Tax Paid |  |  |  |  |  |  |  |  |  |
| **Working Capital Changes** |  |  |  |  |  |  |  |  |  |
| Accounts Receivables |  |  |  |  |  |  |  |  |  |
| Inventories |  |  |  |  |  |  |  |  |  |
| Other Current Assets |  |  |  |  |  |  |  |  |  |
| Accounts Payable |  |  |  |  |  |  |  |  |  |
| Other Current Liabilities |  |  |  |  |  |  |  |  |  |
| **Cash Flow from Operations** |  |  |  |  |  |  |  |  |  |
| **Investing Activities** |  |  |  |  |  |  |  |  |  |
| Purchase of Fixed Assets |  |  |  |  |  |  |  |  |  |
| Other Investments |  |  |  |  |  |  |  |  |  |
| Proceeds from sale of fixed assets |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Period** | **Historical/ Pre-operation period** | | | | **Forecast period** | | | | |
| **Start of period** |  |  |  |  |  |  |  |  |  |
| **End of period** |  |  |  |  |  |  |  |  |  |
| **Cash flow from Investments** |  |  |  |  |  |  |  |  |  |
| **Financing Activities** |  |  |  |  |  |  |  |  |  |
| Share Capital |  |  |  |  |  |  |  |  |  |
| Loan Additions |  |  |  |  |  |  |  |  |  |
| Other Accounts |  |  |  |  |  |  |  |  |  |
| Loan Repayment |  |  |  |  |  |  |  |  |  |
| Finance Cost Paid |  |  |  |  |  |  |  |  |  |
| Dividends Paid |  |  |  |  |  |  |  |  |  |
| **Cash flow from Financing** |  |  |  |  |  |  |  |  |  |
| **Change in cash** |  |  |  |  |  |  |  |  |  |
| Opening Cash |  |  |  |  |  |  |  |  |  |
| Net Cash Flow |  |  |  |  |  |  |  |  |  |
| Closing Cash |  |  |  |  |  |  |  |  |  |
| Minimum Cash |  |  |  |  |  |  |  |  |  |
| Overdraft Raised |  |  |  |  |  |  |  |  |  |
| **Closing Cash -After OD** |  |  |  |  |  |  |  |  |  |