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**Implementation of a customised business model for innovative
engineering consultancy services**

Master's Thesis

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Chair of International Management Department

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Ph.D. in Economics, Professor

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**Implementation of a customised business model for
innovative engineering consultancy services**

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ABSTRACT

Business development is vital for every organisation who intend to grow. It follows expansion through organic and inorganic means. Also, there are many innovative business styles which help organisations to expand. This thesis shows how engineering services organisation chose its form of business expansion

The following thesis explains how engineering service sector company uses its expertise to expand its business towards consultancy market with the demonstration of the real-life executed business model.

The thesis provides a solution for the following issues

- 1) What is the best in-house strategy to be developed for business expansion in the service industry?
- 2) How did the niche market experiences help for business expansion?

ДЕЙСТРАКТ

Развитие бизнеса жизненно важно для каждой организации, которая намерена расти. Он следует за расширением органическими и неорганическими средствами. Кроме того, существует множество инновационных стилей ведения бизнеса, которые помогают организациям расширяться. Данный тезис показывает, как организация инжиниринговых услуг выбрала свою форму расширения бизнеса.

Следующий тезис объясняет, как инжиниринговая компания использует свой опыт для расширения своего бизнеса на консалтинговый рынок, демонстрируя реально реализованную бизнес-модель.

В диссертации предлагается решение следующих вопросов

- 1) Какую внутреннюю стратегию лучше всего разработать для расширения бизнеса в сфере услуг?
- 2) Каким образом нишевый рынок способствовал расширению бизнеса?

CHAPTER 1.0 Objectives

Our Business Strategy aims to give useful and currently applicable information to our target customers/clients, in the way to satisfy their needs. The Overall process will be processing by business consultancy team, including the design of best quality reports to cater to the client's needs. Thus the reports are created with the utmost care to replicate our brand and status. We need to position our company as innovative and quality service provider that strives to deliver accuracy, useful and exact information. We ought to maintain a good rapport with all the pertinent industry experts as they shall believe us to ambitious entrepreneurs.

As time progress, we intend to expand our knowledge using the available resources and which enables to explores new market areas. Also, we trigger to adapt to a new advertising strategy, which undoubtedly increases our sales revenue.

1.1 Keys to Success

The secret to LZS Consultancy success will mainly be related to the identification of niche markets and the implementation of effective strategies. As well as company ought to execute personal sales and marketing strategies, our advertisement and sales strategy will always be closer to the investment and finance bodies for the major customers and word to mouth for more individual investors. The following are a few essential factors for our success:

1. Excellence in keeping up the promise: fully confidential, genuine, truthful, expertise information. We have the latest technology and software.
2. Following transparency to generate new business leads
3. Starting from a unique set of expertise and transforming into multiple sales generation opportunities: Innovation project consulting, Technology market research, Workshops and Training.
4. Result oriented niche marketing: We ought to find the target customer in the mobility industry focusing on lightweight engineering segment in the

right channels, making sure we are visible to customers through aggressive marketing

5. On time response to customers orders: We won't delay the customers delivery for whatever reason as it will have a negative bearing on our brand and status, including future business. We require to be continuous touch with the clients
6. Advertising knowledge: In the growing marketing, there is a need for an aggressive marketing strategy for our company and services as they help us to continuously maintain at the top of our current and future clients minds.
7. Business Flair: Market vitality and raise in duplication of business ideas warn us that we continuously keep ahead of new trends and our competitors.

1.2 Mission

Our mission statement is:

"We try to understand the business of our customers so that we can offer comprehensive solutions to their problems.."

LZS Consultancy provides customers trustworthy, quality information and proposals for business development, product development, and market development that will maximise business development. A genuine alternative to in-house resources we offer a very high level of practical experience, expertise, contacts, and confidentiality.

At LZS Consultancy, we can give aspiring solutions to our clients' problems that will foster business development. Customers must know that working with our Consultancy is a more professional, less risky way to enter and grow in new areas. Our Consultancy must also be able to maintain financial balance, charging competitive and realistic prices for its services, and delivering even higher value to its clients. The primary aim will be the improvement of the local market clientele.

CHAPTER 2.0 Company Summary

LZS Consultancy is a new firm in the market, which intends to provide superior quality of perfection in native business development, innovative product development and market, expand identification and development strategies for every related projects and service. Our starting focus is keenly on offering and satisfying three kinds of markets:

1. Offering Innovative Project development to related customers by looking at their business for expansion in competitive markets
2. Offering Improvement and expansion of detail information on customers Industries, Application, Methods and Technologies (IAMT's)
3. Providing development of current products to sustain future market changes.
[1]

2.1 Company Ownership

LZS Consultancy is a Private Limited company.

2.2 New Business Model Summary

Total New Business Model capital and expenses total approximately €60,000. Latest Notebook, Research Software, personal gadgets and other miscellaneous equipment's are the assets needed for New Business Model.

Please find below the New Business Model table.

Note: All the currency values displayed are Euro (€)

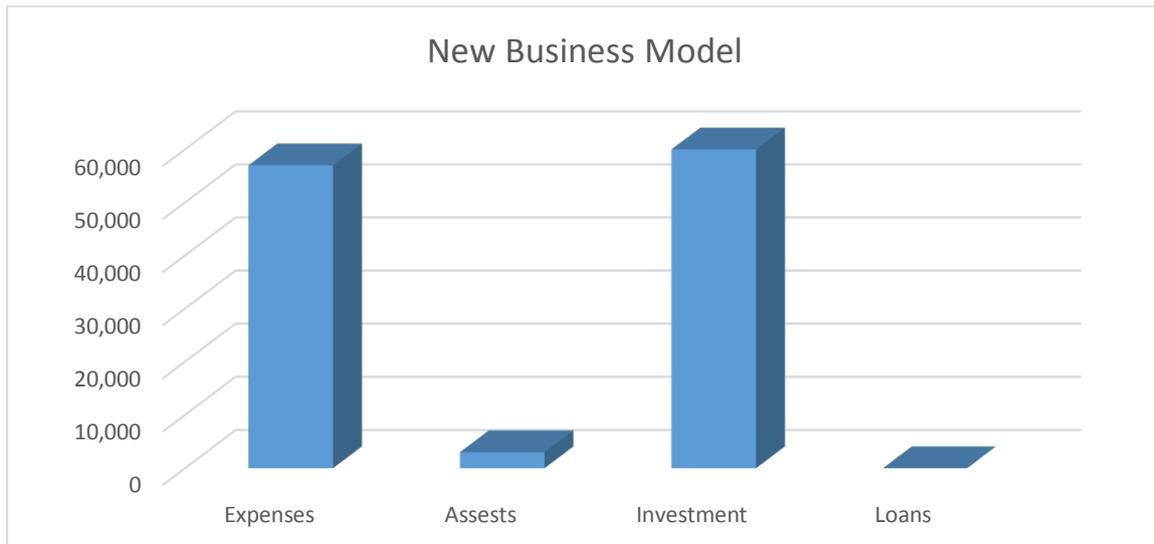


Figure 1.1 New Business Model Summary

ENLARGE 

NEW BUSINESS MODEL FUNDING

NEW BUSINESS MODEL Expenses to Fund €80,000

NEW BUSINESS MODEL Assests to Fund €6,000

TOTAL FUNDING REQUIRED

Assets

Non-cash Assets from Start-up €0

Cash Requirements from Start-up €6,000

Additional Cash Raised	€4,000
Cash Balance on Starting Date	€6000
TOTAL ASSETS	€10,000
Liabilities and Capital	
Liabilities	
Current Borrowing	€0
Long-term Liabilities	€0
Accounts Payable (Outstanding Bills)	€0
Other Current Liabilities (interest-free)	€0
TOTAL LIABILITIES	€0
Capital	€90,000
Other	€0

The loss at New Business Model(New Business Model Expenses)	(€80,000)
---	-----------

TOTAL CAPITAL	€6000
----------------------	--------------

TOTAL CAPITAL AND LIABILITIES	€6000
--------------------------------------	--------------

Total Funding	€86,000
---------------	---------

ENLARGE 

NEW BUSINESS MODEL

Requirements

NEW BUSINESS MODEL

Legal	0
-------	---

Stationery	0
------------	---

MARKETING	€40,000
-----------	---------

Sales Calls	0
SOFTWARE LICENCE	€32,000
DESIGNING EXPENSES	€5,000
Other	€3,000
TOTAL NEW BUSINESS MODEL EXPENSES	€80,000

New Business Model Assets

Cash Required	€6000
Other Current Assets	€0
Long-term Assets	€0

TOTAL ASSETS	€6000
---------------------	--------------

Total Requirements	€86,000
--------------------	---------

CHAPTER 3.0 Services

Our Consultancy offers superior quality in native business development, innovative product development and market expand identification and development strategies for every related projects and service, that allow the customer to pick their preferred bond: these include retaining the consulting relationship, Project based consulting, Product Improvement consulting and Business market expansion Consulting.

LZS consultancy, on the other hand, offers few additional services, namely Training and workshops. We want to provide numerous services to the mobility sector and different offer able industries. Our workshop service provided in the areas related to various engineering domains like Simulation, Design, Feasibility studies and testing. Furthermore, the training services are under development. [1]

3.1 Service Description

- LZS Innovation Project services include understanding customer needs and developing an optimum solution. Which provides for the generation of new project plans, improvement of existing product and detailed business report on IAMT's

Services :

- Innovation project
- Deep dive (discussion omitted)
- Workshops (discussion omitted)
- Pieces of training (conference omitted)

3.2 Sales Literature

The pre-business begins with external testing for Customer named XYZ GmbH continued with the development of advertising material. New Business Model expenses include the development of business cards and brochures.

3.3 Technology

The consultancy will maintain the latest research software and Design tools capabilities, including:

1. Web conference facilities for working with customers
2. Up to date market invention insights and IMAT report through email delivery.

3.4 Future Services

For running the company successfully, we attempted to deliver enough services which are in constant demand. Nevertheless, industrialisation has given with new era of opportunities for Niche business in which we can predict only a few. The primary factor in retaining the top position in the niche market will be developing future services according to market needs.

LZS consultancy understands customers requirements which give the upper edge in the market. It is condemnatory to improve and deliver the required solution. we have our software called "Sticky bond" (IAMT market research) that will be the foundation of future projects. In the future, LZS Consultancy will move into new businesses by expanding into new markets (e.g., the whole of Europe). Nevertheless, in doing so, we will strive to ensure that it is compatible with the existing services.

CHAPTER 4.0 Market Analysis Summary

In Current trend, the economy experiencing the fast growth above the expected excellence. Policies, which changed to do ease of doing business geared towards more FDI investments into the country. Following resulted in very high foreign direct investments (FDI) in Europe.

The present trend followed by the government in diversifying the business market allows our Consultancy to contribute value to the mobility sector. The outcome will be the implementation of the latest application techniques and carry knowledge. By following and researching on the mobility market, we realised that there is a need for a specialised lightweight engineering consultancy firm that focuses on producing Innovative product research reports tailored to the customer's needs. Although there are consultancy firms currently on the market for many years, we trust there is a market need for particular companies, which are focusing on a niche market. Our consultancy ought to deliver very high standard reports that cannot be exaggerating in the worldwide market.

Our company believes entering such a market is not a bed of roses and ought to execute a market strategy of perfection. The above research projection was the key to our decision in entering the consultancy market.

4.1 Market Segmentation

LZS Consultancy will be targeting the Mobility Industry. Big, Medium, Small and micro companies are looking for Innovation with improvement in the current business and quality work.

The firm's critical group of potential customers are from the automotive industry and supply Industry. The mentioned target group of customers are always ready to understand the future needs of the local market opportunities. They prefer to save time by investing the money for future market opportunities.

Big Companies: The favourite market segment is a large organisation looking at entering new or existing markets. These firms would be approaching our consultancy for innovative projects and feasibility studies.

Medium-size companies: Extremely in fast-growing business segments, our consultancy offers attractive business growth alternatives to the customer when their management team could not be able to find opportunities in new market segments.

Small-Micro companies: The new entrepreneurs and the owners of small companies often go for the prior research for the existing product in the market that is suited to their in-house capabilities. These firms get the overall required information when contacting our consultancy.

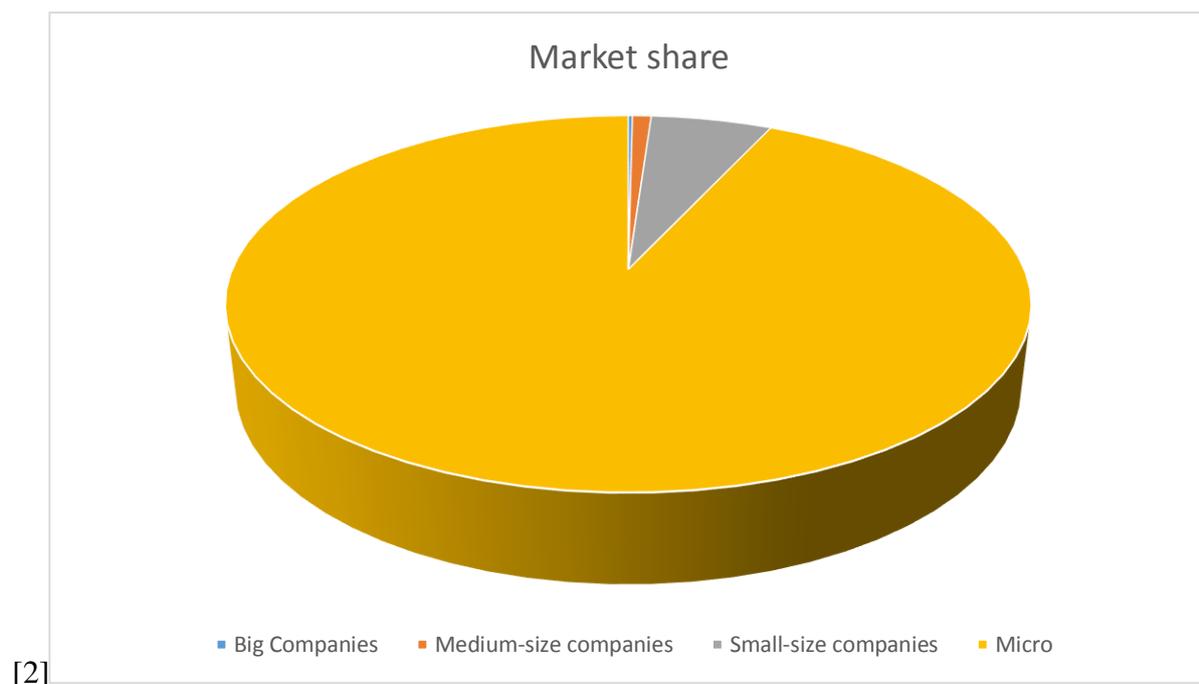


Figure 4.1 Market analysis

The following are the services included in the business model:

- The New companies looking for market expansion for their product

- Companies looking for Innovation projects or introducing to new future emerging applications and technologies
- Market players are looking for business expansion with new products.

4.2 Target Market Segment Strategy

The marketing strategy is to focus on ensuring that the clients are aware of what needs the services will be able to fulfil as well as providing the right information to the right target customer. A market penetration strategy will be used to ensure that the company and its services are well-known. Our services prices will be optimised, considering customers budget. A sense of quality will be conveying in every picture, promotion and publication via marketing. Integration of the advertisements events. Our advertising strategy will involve integrating advertising, fairs, CRM mailing, mutual contacts, offline marketing and Social marketing, details of which will provide in the marketing section of this plan

LZS consultancy policy will maintain and grow to bond with investment bodies and Company heads.

4.2.1 Market Needs

LZS consultancy aims to provide data that is readily implementable for the customers. We ought to offer exact, useful, generic and latest information that gives freedom to customers to take the best decision. Following data is provided at realistic rates.

LZS consultancy recognises the customer needs more than just information; on the other hand, they need results which active them to choose the best solution for their current needs. Our firm offers more than a solution, which includes latest and unmatched solutions in the existing market.

4.2.2 Market Trends

The focused market segments are currently in a stage where they can differentiate easily between poor quality and excellent quality services. The following transformation is vital for our services as it makes our firm stand ahead in the completion. Furthermore, we now have an increasing number of people who appreciate quality information.

Another trend in the market is companies are outsourcing the consultants for their product development and business expansion, preferably in niche markets.

4.3 Positioning Statement

Even though there are many business development consultancy firms who can provide reports to the required clients, the truth they provide invaluable services in which they are not specialised but lack the creativity to write the effective plan

Our abilities to understand the business owner needs and vision for their firm makes us experts in this segment. Our expertise lies in creating a business plan that envisioned by the owner at a price, which is best in the business.

4.4 Service Business Analysis

Industries in the consulting arena are mostly fine-tuned and unorganised together with tons of small firms and individual firms: as counted roughly it stands one for every dozen multinational companies. The quality offered by these consultants is mostly not client satisfactory. Furthermore, these consultancies tend to provide services, which are out their limits and expertise.

The organisations in the consulting field ranging from well-known major international brands to many small individuals. Our consultancy challenges will be to establish ourselves as a niche consulting company specialised in engineering services. Consulting organisations are sectioned into financial and need patterns. The following are a few critical services examples:

Primary Services: Innovation projects, workshops are included in the primary services and are tailored to client needs

Secondary services: Training, market/product expansion services come under secondary services.

4.4.1 Distributing a Service

Previous experiences with the clients and the relationship with them, improve the sales of consultancy as consulting is marketed by word-of-mouth basis.

The real name-brand houses have their branches in main business centres, and executive administrators or accomplices grow new business through industry affiliations, business affiliations, assemblies of trade and industry, and so on., and at times social memberships, for example, nation clubs.

The medium-level houses will, in general, have limited services and explicit about targeting market - focusing on FAP looking for customers/people. They are not effectively ready to use their business through circulation, which we believe is one of our consultancies business advantages.

4.4.2 Competition and Buying Patterns

The critical component in purchase decisions made at the LZS Consultancy customer level is trust in the expert notoriety and dependability of the consulting firm. The most significant factor in this market is the nature of the administration.

4.4.3 Main Competitors

Various organisations are working in Germany who group themselves as "business consultants". Notwithstanding, after reaching these, it creates the impression that most by far of these organisations are accounting and secretarial services organisations.

There are a few organisations that give services like those offered by us, and that is great; however, none of them has some expertise in Innovative project

development and product development, and interacting workshops on engineering services. The below mentioned are our main competitors:

The high-level prestige management consulting firms

Strengths: Branches mainly located in prime business locations and managed by business owners with a high level of understanding of consultancy business. Attractive offers, which makes ease of doing business for the managers, notwithstanding of high-end prices.

Weaknesses: General business expertise doesn't substitute for the particular market, channel, concentrating on neighbourhood markets and projects/services. Likewise, charges are incredibly costly, and work is commonly done by exceptionally junior-level consultants, even though sold by established business organisations

General Business Consultancy firms

Strengths: Expertise in certain useful regions, especially accounting. LZS Consultancy plans not to contend with global business consultancy firms in these markets.

Weaknesses: The powerlessness to expand the business beyond their specialisation, to provide different outcomes, and research and development expertise. and knowledge above the core business

The most critical challenge is by no means consulting, organisations doing in-house market research, business development and direct development.

Strengths: no constant expense apart from travel; also, the overall work finished by the competent people, the planning done by the individuals who will perform it.

Weaknesses: Most supervisors are frightfully overburdened, unable to discover steady assets in time and individuals to apply to incremental opportunities.

Likewise, there is a great deal of another hazard in the market, and direct development is done in-house starting from the earliest stage. At long last, retainer-based consultants can incredibly upgrade an organisation's market and expand into discussions that may somehow never have occurred.

Attorneys and Accounting Firms

Strengths: Experienced in giving legal advice and solutions with the plan executed by the partners.

Weaknesses: They regularly do not think within creativity limits to compose an effective and viable business plan. The lawyers will in general harp on the legal perspectives and legally binding courses of action while accountants sweat over the balance sheets, income explanations, project expenses and pay proclamations. With Marginal market research, which undertaken rarely, and often fruitless

4.4.4 Business Participants

The giant market leaders are well-established pioneers in management consulting. Mostly they run their business with their official partners all over the world, partnered together with major stakeholders and sharing reputed bonding. These firms charge very high prices for consulting to equate high overhead calculations and fulfilment of related accounting.

(Dialog precluded in this example plan)

4.4.5 Competitive Comparison

We have looked to distinguish rivalry as far as organisations that fulfil a similar customer needs that we mean. An organisation working in areas of our primary services are our competitors, including those firms who have a handful of experience in engineering services. There will be a need to separate ourselves

from these different businesses unequivocally. Be that as it may, on a more extensive scale, our competition comes in a few structures:

1. No innovation and product research consulting companies are significant competitors, which themselves has its in-house R&D and business development teams. Our consultancy advantage over in-house development is that their teams always burdened with their official tasks and responsibilities; they lack the time for additional works assigned for new market expansions. Moreover, LZS consultancy can make initial contact with financial bodies and decision makers in the way corporate managers can't.
2. The high-level prestige management consulting: International consulting firms, namely XYZ, who takes their brand name asking to niche areas and its essential drawback is the management structure which has partnerships with inexperienced associates delivering the work. LZS Compete versus them as professional in our expertise fields, and with the promise that our customers will have experienced staff doing their actual job.
3. The third broad sort of contenders is different exchanging and Investment bodies. These organisations are impressive contenders for distributed market research and market discussions, yet can't give the kind of high level modified consulting that LZS Consultancy will provide.
4. The fourth sort of rivalry is the business consultancy firms, which embrace business plans for different associations. For instance, LLL, MMM, NNN, and OOO Consultancy.
5. The fifth sort of rivalry is the various " fly-by-night " business consultants that guarantee to offer the same services as we do. Frequently they offer a worse than average administration with no certified workforce.

CHAPTER 5.0 Strategy and Implementation Summary

LZS consultancy marketing strategy emphasises focus. The policy will be essential. Our company is very new and small hence; we should be focusing on innovative services. At the start, we focus on the markets of Innovation Project and workshops. The decision makers of small, medium and large companies will be our target customers.

- Our focus currently is on building a reputation in the market as unique and innovative project providers.
- We aim to deliver the quality and newness in the project service and the end product that in turn produces good referrals
- Our agenda is to maintain an eye-level relationship with the customers.
- LinkedIn and business magazines are our focused advertising mediums.

5.1 SWOT Analysis

We are by and by in an exceedingly rewarding market in a quickly growing economy. We anticipate our strengths as the capacity to react timeously to the market manages and to give specially crafted business development services to our customers. What's more through effective marketing and quality administration, we mean to turn into a well-regarded pioneer in our particular industry. Our essential workforce has deep and exhaustive learning of the neighbourhood and universal markets and skill, which will go a long towards entering the market. In any case, we recognise the way that few organisations know about the real significance of innovation projects and business developments and its commitment to the entire business methodology. The following are the abridged strengths, weaknesses, opportunities, and dangers.

5.1.1 Weaknesses

- Lack of a strong network in Niche business consultancy arena.

- New to professional practice in the innovation consultancy arena.

5.1.2 Opportunities

- Specific Niche (Lightweight engineering). Acknowledgement for High precise, unique, accurate and high-quality information.
- Multi-linguistic culture attracts opportunities from international markets and as well as the local market.
- Present change of trend in the mobility sectors presents an opportunity to attracts automobile supply industries
- The new age of entrepreneurs, partnerships, experts, and business proprietors has far more prominent respect for future planning and rightful information.

5.1.3 Threats

The present development in the economy may result in expanded quantities of business consultants, prompting expanded challenge and confusion among customers. This challenge could rise out of a mixture of given sources, including:

- Pre-owned research and development centres by established companies
- Established companies in Lightweight engineering services

5.1.4 Strengths

- Well-Known brand in Lightweight engineering service sector
- Implementation strategies for the project outcomes.
- Expertise in R&D and Innovation services
- Internationally experienced team
- Business development plans with clear goals and strategies
- Target focused advertising campaign
- A marketing plan with clear objectives and techniques.

5.2 Macro-condition

Market research on a large scale shows that the business consultancy market we plan to enter is growing and changing. In the medium to big businesses today, there is generally a trend towards executive turnover. That is corporate restructuring, privatisation and increased the development of small companies Providing the executive and small business sector with a newer, more ambitious market.

Research shows that this current generation of managers is more trained and conscious of the global setting and evaluates and implements data to a much higher degree than previous developments have suggested. Therefore, with the advent of this generation of people, the appreciation of quality data and business solutions/recommendations that provide for and enable the company to develop mandates that our service lines will be familiar.

The legislature's current drive towards a progressively expanding economy displays an open door for our business to push and exceed expectations in our proposed markets, benefiting from the help of the establishments and exchange bodies concerned. Despite the nation gradually becoming a financial centre point, we anticipate the demand for top-notch data to be on the rise. Through endeavours of our company exercises expertly, we predict that even considering gaining market acknowledgement allows us to transmit the last assignment timely and of excellent quality at concentrated expenses should not be too difficult.

In addition to the diversification that they inevitably result in, Small, medium-sized and micro-enterprises well acknowledged as a possibly significant source of job generation. In turn, they represent the decreasing significance of centralised mass production, along with technical change, information technology development, and service sector development. [3]

5.3 Competitive Edge

Our competitive edge will be our dominance in market data, client orientation, and traditional hard work. Although there are many "alleged" company advisors, we plan to deliver more than just professional service.

Although we will serve distinct market segments, we plan to concentrate on the person or group that wants high-quality data and plans tailored to their requirements. In the case of business development plans, both on a macro and micro scale, they should be able to operate cohesively in their planned setting. While our customers may range from big corporations, small or medium-sized enterprises, which is essential to the client is complete satisfaction with the end product matched to their capacities and resources.

5.4 Sales Strategy

The monthly summary of the sales forecast included in the appendix. The three-year annual sales projections contained in the table below. It should be observed that as we become established and known on the market, we are planning to boost revenues at a quicker pace than the first year.

Note: All the currency values displayed are Euro (€)

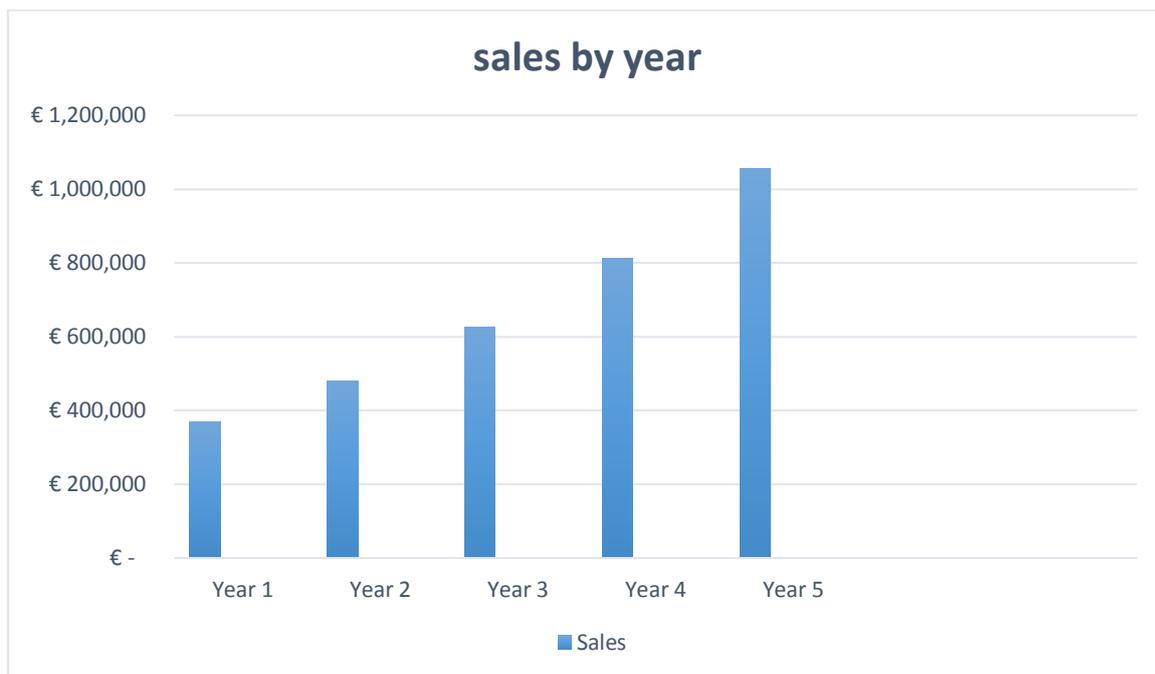


Figure 5.4.1 sales yearly



Figure 2.4.2 sales monthly

SALES FORECAST

	YEAR 1	YEAR 2	YEAR 3
Sales			
All services	€420000	€545800	€685000
Other	€0	€0	€0
TOTAL SALES	€420000	€545800	€685000

Direct Cost of Sales	Year 1	Year 2	Year 3
All services	€ 265700	€320000	€390,000
Other	€0	€0	€0
Subtotal Direct Cost of Sales	€ 265700	€320000	€390,000

5.5 Marketing Strategy

One of the main components of our strategy will be the differentiation from our rivals. About sales, we plan to sell our business as a differentiated strategic

partner, not just our services. In cost, we plan to deliver reasonable and competitive rates compared to the competition, and we need to be able to maintain that. In the case of high-quality services directed at the bottom end of the e-market, business integration through decreased prices shall be carried out whenever needed during premium pricing. Service and ongoing relationships with customers will be crucial to our future business development.

Our business management will emphasise the advantages of undertaking appropriate planning and using quality data and identifying 'opportunity windows.' We plan to sell business insight and product information. Our sales will emerge in our promotion, distribution and collateral such as sales literature and business cards. The most significant challenge of our business development will be the issue of being accepted and valued on the market as a supplier of customised business intelligence services. Therefore, we plan not only to satisfy the expectations of the client but to exceed them.

We plan to concentrate on the person or entity that needs knowledge that may not be easily accessible, specifically tailored to their demands.

In all cases, we intend to provide the customer with either a thorough understanding and appreciation of the service as well as follow-up to ensure customer satisfaction. We also plan to tell the client how best to keep and enhance their market positions.

5.5.1 Pricing Strategy

LZS consultancy competitively works on focus at pricing that matches for business demands. Pricing fits with the general positioning of LZS consultancy as providing high-level quality expertise.

We plan to match our revenue structure with our cost structure to guarantee that the salaries/consultants fees we pay to guarantee excellent reports and service balanced by the price we charge. We will ensure that we charge for service, quality and any distribution to achieve a gross profit margin of at least 65%. Naturally, services aimed at the higher end of the market will have more huge

mark-ups as these customers are less price-sensitive. All in all, we plan to make our rates highly competitive on the market.

Consulting for project consulting, research and analysis, and product consulting will be based on euro per hour per project in the preceding year. With momentum and as we become known on the market, we anticipate a rise in our consultancy fee— tempered by market dictates. Business analysis reports should competitively be priced, which will, of course, require very well scheduled reports, concentrating on essential subjects, and well presented.

5.5.2 Promotion Strategy

Our promotion strategy will be focused mainly on informing potential clients about our presence and making the correct data accessible to our target client. Since we are targeting distinct segments, promotional tools and messages may differ slightly to match the expected market. We can not afford to appear in such demand or generate second-rate content with Poor labels that make our facilities look smaller than they are.

Therefore we plan to use quality brochures and other sales literature to leverage our presence, including advertising content such as pens, complimentary slips and stickers. We plan to spread the word about our company by the following::

- Advertising (excluded discussion)
- Personal sales (excluded consultation)
- Public relations (excluded dialogue)
- Direct marketing (omitted consideration)
- Internet marketing (overlooked factor).

5.6 Strategic Alliances

In today's volatile and competitive setting, it is becoming increasingly crucial for organisations to focus on their critical operations to obtain and retain a competitive advantage. Our strategy carries out the benefit of entering into

strategic alliances with organisations that the company can profit from and vice versa.

CHAPTER 6.0 Management Summary

The supervisory group primarily consisting the CEO and Strategic business development Head who has the extensive expertise and broad knowledge on the Lightweight engineering and its services, as planned, we will empower the business to understand its objectives and targets. As we expand, we will take on extra consulting assistance and workforce.

The consultancy team working style will reflect the involvement of other essential members of the company. The firm aspires to recognise its team and treat every member equally. We aim to grow as a team and not to intend hierarchical.

6.1 Organizational Structure

LZS Consultancy will be running by the special consultancy team, which includes four members from the father company LZS GmbH. The organisation, primarily due to its size, will work more like an association than a corporate association, at the beginning, periods. With such a gathering, it will be easy to speak with and bolster each other. As the organisation develops, there will be more structure to the association, with new representatives being allowed a manager or subordinate. At the point when the organisation is at its full staff potential, it will work as any firmly held association, however, keep up the individual enthusiasm for every representative's close to home and family welfare and their commitments to the business. First and foremost, we expect four team members: (Discussion discarded in this example plan).

6.2 Management Team

Our Consultancy business team has a vast experience in the lightweight engineering fields, which continues with hand on experience with simulation and engineering knowledge, which is fair and this uniqueness not easily leverage in the other existing consulting companies. Team members will necessarily be involved in the fulfilment of the core business proposition, providing expertise to the clients. The Initial plan of consultancy is tentative depending on the complexity of the projects; the involvement of several team members finalised. Later, we intend to add a few support staffs for background work necessary during projects.

6.3 Personal Plan

Complete monthly financial plan for the first year included in the appendix. For the yearly personnel, estimates included in the reference section. The annual faculty evaluations are incorporated here. We trust this plan is a fair trade-off among reasonableness and experience and meets the responsibilities of our statement of purpose. We don't mean to be an enormous association or "top overwhelming" as our industry does not require our doing as such. We need the organisation to remain lean and adaptable with the goal that we can react to a customer's needs rapidly. Our Expertise from the parent company LZS GmbH helps us to meet the client's goals in quick succession

We expect to reward our staff well, to hold their essential skill and to guarantee work fulfilment and improvement through the appointment of power. Our pay will incorporate generous profit sharing and involvement in all the decisions and achievements of the firm.

In-house training will be constant with regular outside training being undertaken, especially following any new developments in the market. The above is to guarantee that we are ceaselessly ready to envision our customer's issues and needs and give them arrangements - a proactive methodology, which is so fundamental in our line of business.

We recognise the way that powerful selecting motivation and exact procedures are keys to the development of the association. Henceforth we plan to advance and keep up excellent work relations, strong morale and high-quality work per employee through undertaking the accompanying: (Discussion discarded).

Note: All the currency values displayed are Euro (€)

PERSONNEL PLAN				
	YEAR 1	YEAR 2	YEAR 3	
Partners	€0	€0	€0	
Internal Consultants	€205000	€320500	€380700	
Office Manager	€120,000	€125,000	€13,0000	
Other	€11,000	€0	€0	
TOTAL PEOPLE	0	0	0	
Total Payroll	€336,000	€445,500	€510,700	

CHAPTER 7.0 Financial Plan

We need to back development primarily through income and cash flow. We perceive that this implies we should develop more gradually than we may like.

The most significant factor for our situation is collection days. LZS don't force the clients on payment days since they are in more substantial organisations and will ordinarily have marketing authority, not financial authority. In this manner, we have to build up a perpetual arrangement of receivables financing, utilising one of the set up commercial organisations in that business. Thus, we expect to guarantee that our financial specialists are perfect with our development plan and vision. The similarity in such manner implies:

- Keeping our customers appreciated and maintaining a sound and friendly job atmosphere.
- Respect for practical forecasts and traditional money flow and economic management.
- Priority cash flow, second growth, third profit.
- Willingness to pursue the organisation and contribute significantly to decisions on strategy and implementation

7.1 Important Assumptions

The financial plan relies upon significant assumptions, the vast majority of which are already visible in the table below as yearly assumptions. Month to month also partially included in the appendix. From the earliest starting point, we perceive that days of collection the payment are essential, though it's not a factor that effected with ease.

Following are the critical assumptions:

- Prediction followed focusing on current strong Germany economy
- We accept that there are no unanticipated changes in financial approach from government to make our customers' projects obsolete

7.2 Key Financial Indicators

The accompanying benchmark diagram demonstrates our key financial pointers for the initial three years. We predict significant development in sales and gross margin and operating expenses as we spread the business during extension.

Invoice receivable days are significant. Any delays in payment could cause a significant issue with the cash flow of the fact that our working capital circumstance is continuously tight. Notwithstanding, we perceive that we can't control this factor effectively due to the association with our customers.

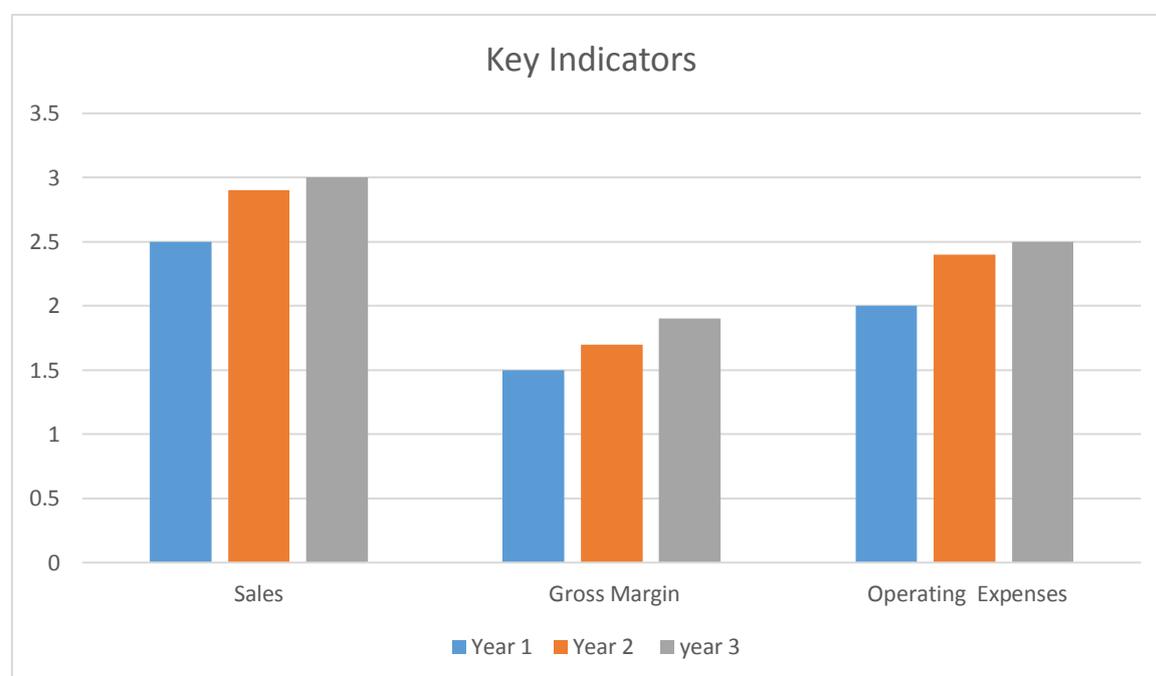


Figure 7.2key indicators

7.3 Break-even Analysis

The accompanying table a bride our break-even analysis. With fixed expenses at an absolute minimum, we don't hope to achieve the break-even point up to several months of the start of business and transaction activity. We calculated our break even at 22% of the total revenue. Though this outcome looks higher, achieved according to the predicted experts. (Strategic Business Development head)

Note: All the currency values displayed are Euro (€)

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BREAK-EVEN ANALYSIS

Monthly Revenue Break-even	€22,700
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Assumptions:

Average Percent Variable Cost	22%
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Estimated Monthly Fixed Cost	€17,710
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7.4 Expense Forecast

Starting marketing costs were moderately high as we want to make the mark on the market. This costs may include sales cost, advertising costs and other different cost in the form of marketing. In future, when the consultancy market share increases, the revenue grows, then advertising campaigns and expansion on marketing initiatives are undertaken to ensure the business development. The cost incurred to the marketing strategies will be very high at the start of the business. The values produced by our marketing Strategies will be high in the underlying phases of plan and usage. Notwithstanding, with time, these projects will begin generating income for the business, which we will thus reinvest. The profits of the above soon enjoyed.

7.5 Projected Profit and Loss

Our anticipated profit and loss appeared on the accompanying table, with sales increasing from more than €369,600 the first year to €480,480 the second, and €624,600 in the third year. The visible outcome of the profits may not appear that amazing but rather are moderately useful for a New Business Model firm in our business. Henceforth we do hope to achieve more than break-even point in the starting year of activity.

With taking a break even into consideration, the following prediction of the cost of sales and gross margin drawn. At the start of the business profits raise are shown slower as it depends on the market and it's the time where LZS brand will start establishing its name as a genuine and trustworthy consultancy The projection is made conservatively to make sure we have enough cash flow and increasing profits.

. **Note:** All the currency values displayed are Euro (€)

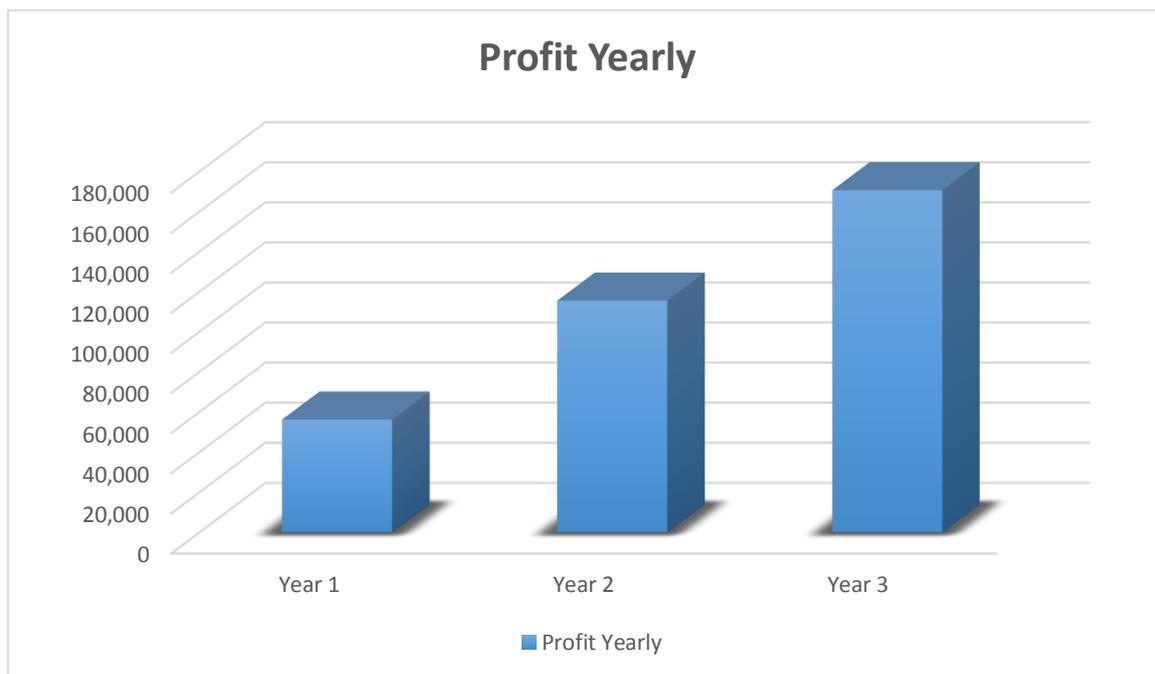


Figure 3.5 profit yearly

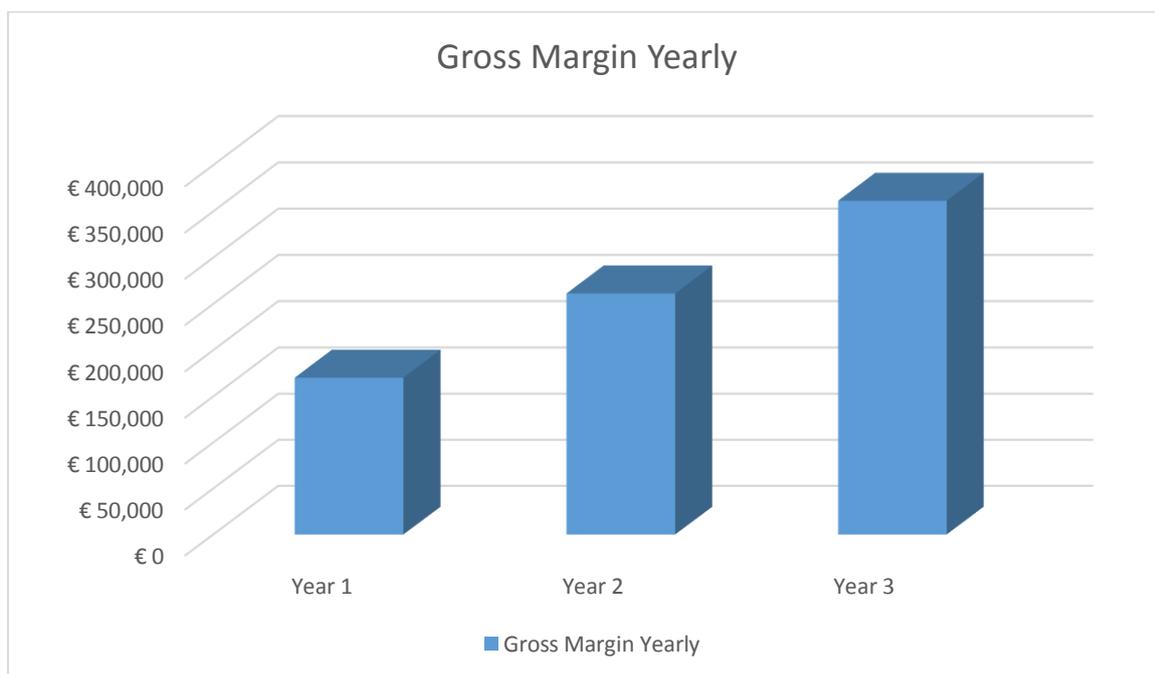


Figure 7.5.1 Gross margin yearly

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PRO FORMA PROFIT AND LOSS				
	YEAR 1	YEAR 2	YEAR 3	
Sales	€420000	€545800	€685000	
Direct Cost of Sales	€265700	€320000	€390000	
Other	€0	€0	€0	
TOTAL COST OF SALES	€265700	€320000	€390000	
Gross Margin	€154300	€225800	€295000	
Gross Margin %	36.74%	41.37%	43.06%	
Expenses				
Sales and Marketing and Other Expenses	€50,000	€27,000	€22,000	
Depreciation	€0	€0	€0	

Payroll Taxes	€0	€0	€0
Other	€38800	€38800	€38800
Total Operating Expenses	€88800	€65800	€60800
Profit Before Interest and Taxes	€120800	€240030	€350000
EBITDA	€120800	€240030	€350000
Interest Expense	€0	€0	€0
Taxes Incurred	€45,089	€97,513	€143,635
Net Profit	€75711	€142517	€206365
Net Profit/Sales	18.02%	26.11%	30.13%

7.6 Forecasted Cash Flow

Cash flow predictions are critical to our achievement. The annual cash flow totals added here.

Note: All displayed currency prices represent Euro (€)

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PRO FORMA CASH FLOW

	YEAR 1	YEAR 2	YEAR 3
Cash Received			
Cash from Operations			
Cash Sales	€420000	€545800	€685000
Cash from Receivables	€0	€0	€0
SUBTOTAL CASH FROM OPERATIONS	€420000	€545800	€685000
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	€0	€0	€0
New Current Borrowing	€0	€0	€0

New Other Liabilities (interest-free)	€0	€0	€0
New Long-term Liabilities	€0	€0	€0
Sales of Other Current Assets	€0	€0	€0
Sales of Long-term Assets	€0	€0	€0
New Investment Received	€0	€0	€0
SUBTOTAL CASH RECEIVED	€420000	€545800	€685000
Expenditures	Year 1	Year 2	Year 3
Payments from Operations			
Cash Spending	€313,700	€392,963	€473,035
Bill Payments	€0	€0	€0
SUBTOTAL SPENT ON OPERATIONS	€291,456	€392,963	€473,035
Additional Cash Spent			

Sales Tax, VAT, HST/GST Paid Out	€0	€0	€0
Principal Repayment of Current Borrowing	€0	€0	€0
Other Liabilities Principal Repayment	€0	€0	€0
Long-term Liabilities Principal Repayment	€0	€0	€0
Purchase Other Current Assets	€0	€0	€0
Purchase Long-term Assets	€0	€0	€0
Dividends	€0	€0	€0
SUBTOTAL CASH SPENT	€0	€0	€0
Net Cash Flow	€72,145	€135,517	€175,665
Cash Balance	€72,145	€176,661	€362,326

7.7 Projected balance sheet

The balance sheet demonstrates a great net worth development and a dominant economic position.

Note: All the currency values displayed are Euro (€)

ENLARGE **PRO FORMA BALANCE SHEET**

	YEAR 1	YEAR 2	YEAR 3
Assets			
Current Assets			
Cash	€72145	€176661	€362,326
Accounts Receivable	€0	0	0
Other Current Assets	€0	€0	€0
TOTAL CURRENT ASSETS	€72145	€176661	€362,326
Long-term Assets			
Long-term Assets	€0	€0	€0
Accumulated Depreciation	€0	€0	€0

TOTAL LONG-TERM ASSETS	€0	€0	€0
TOTAL ASSETS	€72,145	€176661	€362,326
Liabilities and Capital	Year 1	Year 2	Year 3
Current Liabilities			
Accounts Payable	0	0	0
Current Borrowing	€0	€0	€0
Other Current Liabilities	€0	€0	€0
SUBTOTAL CURRENT LIABILITIES	0	0	€0
Long-term Liabilities	€0	€0	€0
TOTAL LIABILITIES	€0	€0	€0
Paid-in Capital	€0	€0	€0
Retained Earnings	0	€72145	€176661

Earnings	€72145	€135517	€175665
TOTAL CAPITAL	€72145	€176,661	€362,326
TOTAL LIABILITIES AND CAPITAL	€72145	€176,661	€362,326
Net Worth	€72145	€176,661	€362,326

7.8 Business Ratios

The following table affords critical commercial enterprise ratios for the consulting enterprise, as determined in Management Consulting Services.

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RATIO ANALYSIS				
	YEAR 1	YEAR 2	YEAR 3	INDUSTRY PROFILE
Sales Growth	0.00%	23.04%	20.32%	8.60%
Per cent of Total Assets				
Accounts Receivable	0	0	0	%

Other Current Assets	0.00%	0.00%	0.00%	46.70%
Total Current Assets	100.00%	100.00%	100.00%	74.90%
Long-term Assets	0.00%	0.00%	0.00%	25.10%
TOTAL ASSETS	100.00%	100.00%	100.00%	100.00%
Current Liabilities	0%	0%	0%	42.80%
Long-term Liabilities	0.00%	0.00%	0.00%	17.20%
Total Liabilities	0%	0%	0%	60.00%
NET WORTH	100%	100%	100%	40.00%
Per cent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	36.74%	41.37%	43.06%	0.00%

Selling, General & Administrative Expenses	0%	0%	0%	83.50%
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Advertising Expenses	0%	0%	0%	1.20%
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Profit Before Interest and Taxes	0%	0%	0%	2.60%
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Main Ratios

Pre-tax Return on Net Worth	0%	0%	0%	4.40%
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Pre-tax Return on Assets	0%	0%	0%	10.90%
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Additional Ratios	Year 1	Year 2	Year 3	
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Net Profit Margin	18.02%	26.11%	30.13%	N .a
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Activity Ratios

Total Asset Turnover	0.17	0.32	0.52	N .a
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Debt Ratios

Current Liab. toLiab.	1.00	1.00	1.00	n.a
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Additional Ratios

Assets to Sales	0.17	0.32	0.52	N .a
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Sales/Net Worth	5.82	3.08	1.89	N .a
-----------------	------	------	------	------

Dividend Payout	0.00	0.00	0.00	n.a
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CHAPTER 8.0 Controls

The foundation for innovation projects and workshop services will enable our consultancy to market the right image and hunch to possible customers effectively.

Our consultancy forecasts revenues to expand according to demands and target, as our consultancy develops a reputation for itself, primarily in the region of Innovation Project. The incorporation in indigenous and surrounding activities and trade shows will be critical milestones for sales as the clock moves on the internet. We concentrate on the distinct marketing potential of new channels to identify potential clients.

During the time, we plan to embrace regular assessments of our business and marketing programs to guarantee that we are following our proposed destinations. In outline, we plan to adopt the accompanying:

1. Tracking and development: we expect, as an association, to monitor the after-effects of the business plan and ensure that we implement it.
2. Market section hub: we intend to have an order to meet market expectations.

8.1 Implementation Programs

LZS Consultancy will start its services with internal customers, and we will continue to prepare for marketing primarily in a house with the assistance of Customers on the CRM list. We also strive to engage the well-experienced advisors. After that, there will be an allocation of responsibilities for maximum efficiency.

8.2 Contingency Planning

We aspire to look carefully at our results all around. We may need to concentrate less on particular services than others if we plan to get the edge up or if clients become difficult to pull in. We expect to focus more on relevant business services that might be our active zone for the above functions. – Innovation Project and workshops.

CHAPTER 9.0 Conclusion

The rapidly growing economy offers the automobile sector a highly lucrative market. The current trends show an increase in the number of entrepreneurs and competition between existing companies. To stay ahead in the game as increase demand for technology and application and market information has observed.

LZS Consultancy aims to provide services tailored to the client needs. These services will be of exceptionally high quality, relevant, timely and accurate, and these services will enable them to choose the optimum solution, which in turns benefits the company in over the long run.

LZS Consultancy offers the expertise that a proactive-oriented and market-opportunity seeking company needs to develop and enter new project distribution and new market segments in new markets. We intend to provide several necessary services to the business community. Following are our two main business divisions, Innovation Projects and Training Services. Our business services are Innovation project-based consulting, Technology market research reports, business and marketing plans and Feasibility Study. Services introduced in our training division, include workshops and seminars on topics of Lightweight Engineering and Simulation.

The marketing strategy focused on ensuring that the clients are aware of what needs the services will be able to fulfil as well as providing the right information to the right target customer. A market penetration strategy will be used to ensure that the company are its services are well-known. Our services prices will be optimised, considering customers budget. A sense of quality will convey in every picture, promotion and publication via marketing — integration of the advertisements events. Our advertising strategy will involve combining

advertising, fairs, CRM mailing, mutual contacts, offline marketing and Social advertising features which do present in the marketing section of this plan.

We aim to target markets ranging from small to big businesses, carting to the information that they need in their particular area of concern. The resulting bond shall be an appreciation of standard details, which allows taking the right decision while considering all the items equally. LZS Consultancy prides itself on its Innovation and analytical ability, value-added service, its high standards of quality and its transformation to changes in the market and the method of its execution.

LZS consultancy aims to provide our clients with quality information tailored to the individual needs and at the same time assist them on how to best use the available information. While employing our services, dedicated consultants are allotted to each client to find the right answer for their business; the report provides by us will not only help businesses in present but also in future. The company firmly believes in providing an efficient solution to problems and providing innovative and technology research.

As we expand, we recognise that we need to be in constant touch with our industry experts to continually update our market knowledge. We aim to build our management team in such a way that the right individuals function at the right moment in the specific projects. The above will ensure the optimum growth of the company.

In Conclusion, we aim to market and sell the customised information, efficient and best solutions under a high-quality environment.; thus stabling reputable corporate image.

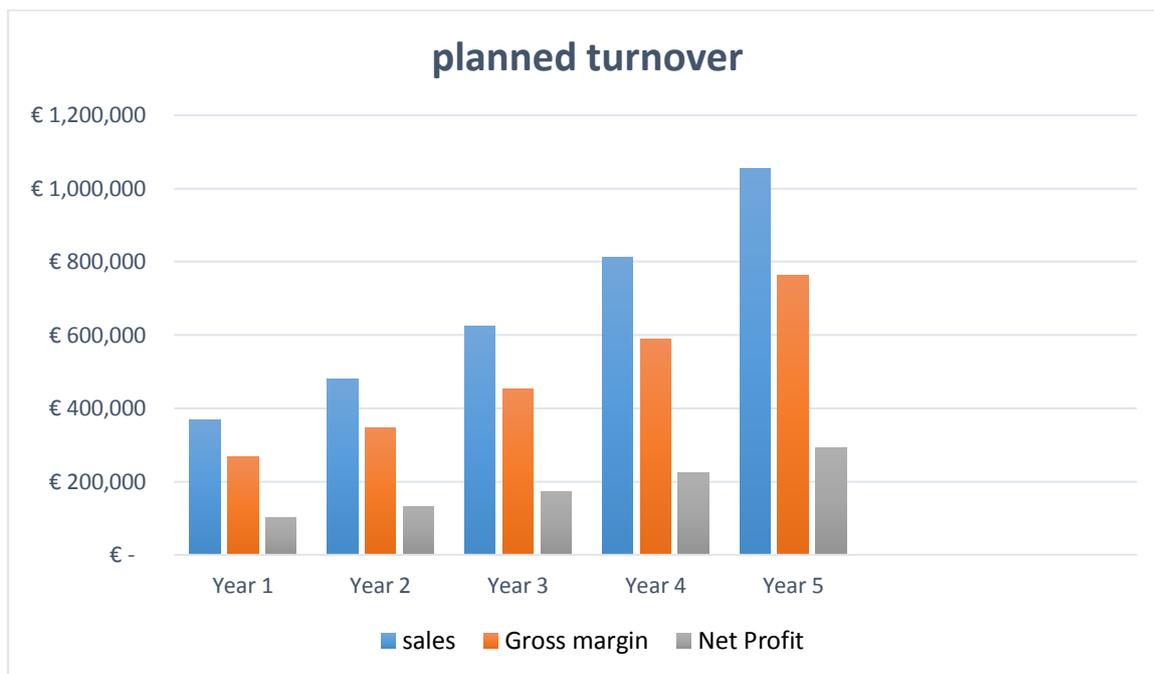


Figure 4 planned turnover created by the service

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Appendix

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SALES FORECAST

	MONTH												
	1	2	3	4	5	6	7	8	9	10	11	12	

Sales

All services	0%	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800
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Other	0%	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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TOTAL SALES		€30,800											
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Direct Cost of Sales	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
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All services	€36,710	€17,710	€17,710	€17,710	€17,710	€17,710	€21,710	€17,710	€17,710	€17,710	€17,710	€17,710
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Other	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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Subtotal Direct Cost of Sales	€36,710	€17,710	€17,710	€17,710	€17,710	€17,710	€21,710	€17,710	€17,710	€17,710	€17,710	€17,710
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ENLARGE 

PERSONNEL PLAN

	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12

New Current Borrowing	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
New Other Liabilities (interest-free)	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
New Long-term Liabilities	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Sales of Other Current Assets	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Sales of Long-term Assets	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
New Investment Received	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0

SUBTOTAL CASH RECEIVED	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800
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Expenditures	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
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Expenditures from Operations

Cash Spending	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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Bill Payments	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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SUBTOTAL SPENT ON OPERATIONS	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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Additional Cash Spent

Sales Tax, VAT, HST/GST Paid Out	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Principal Repayment of Current Borrowing	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Other Liabilities Principal Repayment	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Long-term Liabilities Principal Repayment	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Purchase Other Current Assets	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Purchase Long-term Assets	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Dividends	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
SUBTOTAL CASH SPENT	€779	€5,959	€5,412	€11,850	€12,983	€16,748	€22,235	€23,685	€29,635	€28,235	€29,685	€30,082
Net Cash Flow	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800
Cash Balance	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800	€30,800

ENLARGE 

PRO FORMA BALANCE SHEET												
	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12

