



Bike Cargo - the all-round bicycle courier and logistic partner

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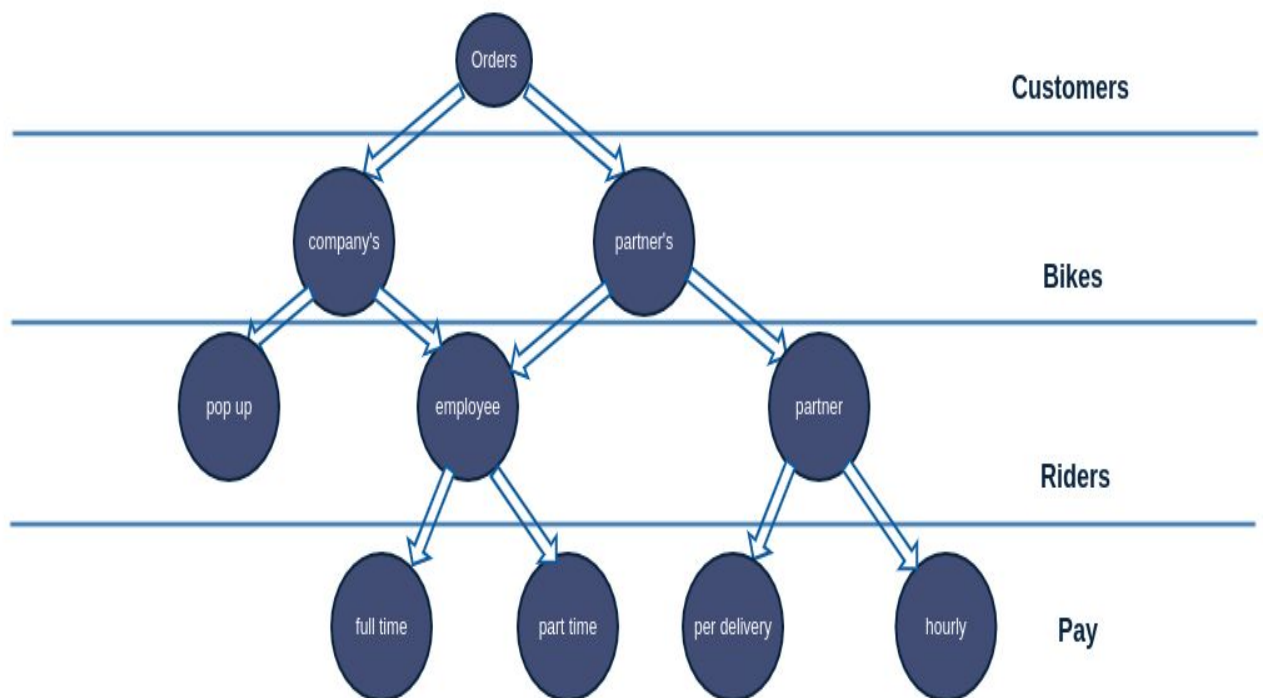
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1.0 Executive Summary

Bike Cargo is a bicycle [pedal & e-bike] based environment friendly using Artificial Intelligence courier and city based logistic service in Antwerp, Belgium, catering to the general public as well as local businesses including e-commerce. The Bike Cargo transport household goods, parcels as well as daily delivery services between organic and local operators and their customers, as well as transport different types of goods as pick and drop for public. General public and local small business operators will be the primary group of customers and the only primary targeted, others will be served as well, but will not be targeted.

Bike Cargo service model is subtle different than any operator currently working in Belgium or anywhere else. Main priorities are to lowering cost of operation, less or no idle salary, use full potentials from part time biker partners, help them to get enough orders via our channel, contacts, clients by our application. We can provide the lowest possible rate to customers. Same time can provide part time opportunities to many local bike messengers. Bellow image describing the details of core model.



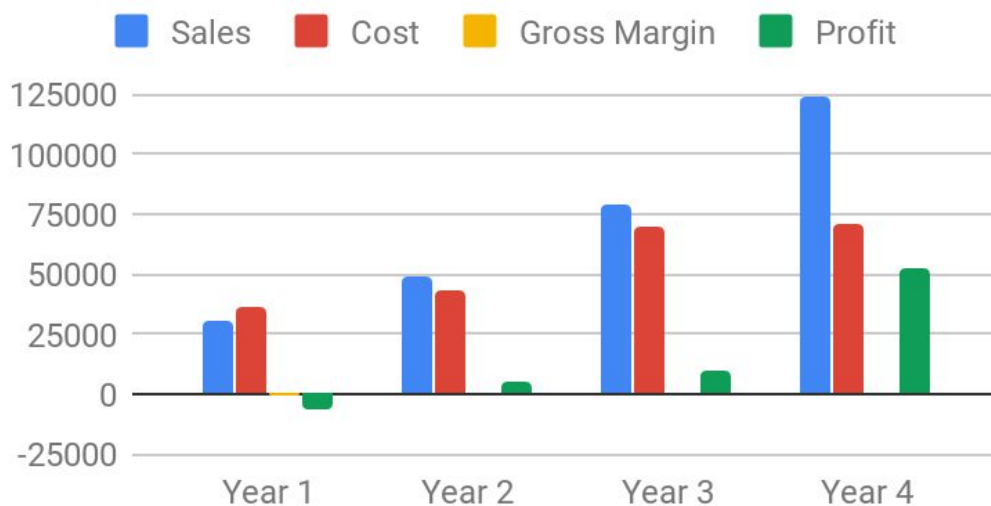
The Bike Cargo will offer reliability and industry insight to the public and small businesses, enabling it to provide superior service relative to the current service providers. As we will use Artificial Intelligence based logistic solution, dynamic rates which optimize the service and further keep down cost. This will allow the company to rapidly gain market share. Profitability will be reached by

the second year, and revenue for year three will be very comfortable. After that we will cater in different cities and in logistic from Antwerp port.

Also I have a plan to manufacture the same high quality cargo bike from my associated manufacturing unit in India in the near future. As currently available cargo bikes from European manufacturers are very costly and from other market [eg. China] similar bikes are not good quality and also with rod for steer not coaxial cable.

Chart: Highlights

Expected Sales & Profit Margin



1.1 Objectives

The objectives for the first three years of operation include:

- To create an AI based service company whose primary goal is to exceed customer's expectations.
- The utilization of The Bike Cargo by at least 50 different local businesses including e-commerce and at least 1000 loyal general customer.
- To increase the number of clients served by 20% per year through superior service.
- To develop a profitable start-up business within the first year of operation.

1.2 Mission

Bike Cargo's mission is to provide local businesses and public with an environmentally friendly, expedient logistic delivery service. We exist to attract and maintain customers. When we adhere to this maxim, everything else will fall into place. Our services will exceed the expectations of our customers.

2.0 Company Summary

The Bike Cargo is an AI based bicycle courier service that start serves the downtown local businesses and general customer in Antwerp, Belgium. The company offers a different type of goods delivery service for local businesses and general customers; goods can be delivered to other types of customers, or else within the city. The company will also offer a scheduled pick up as well as a spontaneous run. Within six months the business will be profitable.

2.1 Company Ownership

The company will be a cooperative social business, primarily owned by Dhiraj Patra and other partners.

2.2 Start-up Summary

Bike Cargo will incur the following start-up costs:

- Coworking office spaces including: two desks, two chairs, and two file cabinets.
- Two cargo bicycle eg. Douze which can carry upto 100 kg of load each.
- Two cargo bicycle which can carry upto 50 kg of load each.
- Two computer systems including a printer, and a broadband Internet connection.
- Two phone lines with multiple channels. Also virtual no with PBX.
- Development of a website and fleet management software including AI app that allows delivery orders to be placed online and received every minute.
- Legal fees for the incorporation of the business.
- Marketing including social and other organic marketing.
- Mobile phones to be used for communication between bike messengers mobile units and the base. Virtual no, Proximus, Orange or Lyca is used because it offers a two-way communication function, similar to a two-way radio, over cellular frequencies, but at a significantly reduced rate compared to standard cellular service. Four handsets will be needed initially.
- All weather messenger bags with company logo.
- Salary and other fees for messengers and office assistant.

Table: Start-up Funding

<i>Start-up Funding</i>	
Start-up Expenses to Fund	€7,000
Start-up Assets to Fund	€18,000
Total Funding Required	€25,000
Assets	
Non-cash Assets from Start-up	€6,000
Cash Requirements from Start-up	€12,000
Additional Cash Raised	\$0
Cash Balance on Starting Date	€12,000
Total Assets	€18,000
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	
Planned Investment	
Dhiraj	€25,000
Other [crowd funding from local]	€10,000
Additional Investment Requirement	€30,000

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Total Planned Investment	€65,000
Profit at Start-up	€0
Total Capital	€65,000
Total Capital and Liabilities	€65,000
Total Funding	€65,000

Table: Start-up

<i>Start-up</i>	
Requirements	
Start-up Expenses	
Legal	€2,500
Stationery etc.	€100
Marketing	€450
Software Consultants	€2,000
Insurance	€500
Rent	€700
Research and development	\$0
Expensed equipment	€500
Other	€250
Total Start-up Expenses	€7,000
Start-up Assets	
Cash Required	€12,000

Other Current Assets	€0
Long-term Assets	€6,000
Total Assets	€18,000
Total Requirements	€25,000

Chart: Start-up

Start-up



3.0 Services

Bike Cargo will provide a bicycle messenger service that targets local business operator and public. The service can be used to service of removal and deposit of parcels in a given perimeter. Merchant shopping service of downtown merchants, network of merchants members.

The customer has the choice to leave his shopping or to order and to be delivered at home, in the office or in one of the points of deposits identified.

Food delivery service intended mainly for companies in the reception area as well as a delivery service for sandwiches, soups and other dishes at lunch time.

The courier offers a selection of selected products that are difficult to obtain in traditional distribution channels; in a logic of promotion of the short and equitable circuits.

The principal products proposed are: cake pastries, fast foods, brewery and fair-trade drinks, baskets vegetables: market gardeners bios. This service is ancillary to the business of transporting goods.

The vehicles used allow, however, to offer a display advertising on the bike and is also as a means of communication and promotion during an event or for the distribution of samples, gifts etc.

4.0 Market Analysis Summary

The Bike Cargo will primarily be serving Antwerp based local business including e-commerce and the general public. Later we can move to different cities in Belgium as well as Antwerp port logistics. This is particularly attractive segment because local merchants have a constant need for delivery of their goods to their customers. Most businesses are sending things consistently during the day. The Bike Cargo will be able to set up contracts with firms to provide multiple scheduled pick-ups each day.

Years of experiences in European businesses especially AI based logistic and transportation sectors, Dhiraj will be able to leverage his vast industry knowledge as well as his network of known local and international experts in this field to gain market share. Besides this AI based application will reduce fraud and optimize customer's experiences and increase profit as well. Intention to join local e-bike manufacturing industry as well step by step.

4.1 Market Segmentation

The concept of bike couriers is not new, illustrated by an advertisement by the Cycle. Trades of America delivery work dating from the 1920's. In contrast to the current situation, the focus was on speed; sustainability was less an issue at that time. This is possibly the oldest bike based logistics system in the world. Since 1890 Mumbai (India) knows an efficient system to distribute food. Every day, more than 175,000 lunch boxes are transported by 4,500 to 5,000 'Dabbawalas', the couriers. In 2002 Forbes magazine wrote that the reliability of the services is that high that it complies with the six-sigma norm.

Current CEP volumes are determined via proxy methodologies. The market will probably grow because E-commerce is growing strongly. Sales are rising, the demand for parcel services in urban areas. The package volumes in Belgium grew between 2013 and 2015 24.3%. 79% of Belgian e-shoppers prefer having

the goods delivered at home. In 2015 ordered an average Belgian 12.4 packages per year, which was only 8.1 in 2010. Op based on this data and the number of Belgian residents in 2016, the annual number will come packages for a city such as Antwerp at almost 6.72 million stop on an annual basis. And for Brussels, the approach is 15.44 million packages a year. E-commerce is still growing fast.

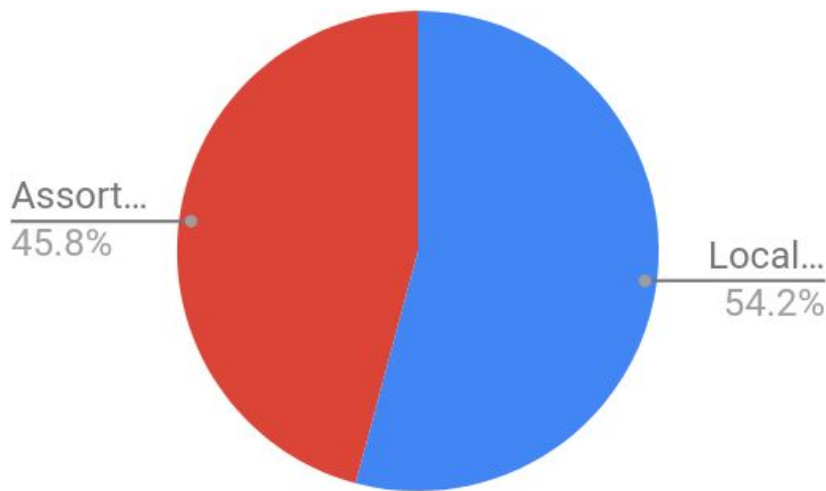
Bike Cargo will service two distinct groups. The first group is the main group of customers: wide variety of local businesses. This will be the group that is targeted primarily. Local businesses are constantly in need of their goods delivery, whether it is to clients, or other small shops, or to the customer. This regularity of needed delivery is the reason that local merchants are targeted. Once a local business has become a satisfied customer, it is likely that they will begin to increase their delivery needs. This then becomes a steady, high frequency, long-term customer. Local merchants constant delivery activity, many businesses require pick-ups goods throughout the day and require dependability, which is one of The Bike Cargo's competitive advantages.

The second customer group is assorted deliveries needed in the city. This could come from a wide variety of general public that require transport their household goods or else within the city.

Table: Market Analysis Yearly

<i>Market Analysis</i>							
		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customers	Growth						CAGR
Local businesses	65%	€25,000	€41,250	€68,063	€112,303	€185,300	0.65
Assorted customers	55%	€5,000	€7,750	€12,013	€18,619	€28,860	0.55
Total	60.%	€30,000	€49,000	€80,075	€130,923	€214,160	0.60

Chart: Market Analysis (Pie)



4.2 Target Market Segment Strategy

The Bike Cargo will target its market through channels that all local businesses typically see. The first is the <http://www.investinbrussels.com>, <https://www.flandersinvestmentandtrade.com> and other regional and central Belgium Govt organisation ready to help for environment friendly investment and local employment creation activities like Bike Cargo. Aggressive social networking advertisements will be placed in the different similar minded group and people in the region to increase the visibility of Bike Cargo. Additionally, there will be local advertisements and brochures passed out to local shops, stations, bus stops and other public areas.

This market will also be targeted through a networking scheme based on Dhiraj's contacts that he made while he was in Belgium on site work and later. Although Dhiraj don't live right now in Belgium but preparing to relocate with Professional Card for this business setup and live here. Dhiraj will leverage his network to create initial clients. This will not be difficult because a trust bond has already been formed with many different people in the city. Besides this innovative business plan along with profit sharing cooperative model create perfect bond with local. By local contacts reach small shops and home restaurants as well to start to get order.

4.3 Service Business Analysis

There are approximately two different bike cargo delivery services in the Antwerp area, half of them services that also makes deliveries. The rest are courier or messenger services. Some use cars and a few use bicycles as a means of transportation. They neither have sophisticated AI based analytics software to

predict and dynamic rate management system neither they enabled latest urban logistic system. In general, the bicycle messengers are less expensive because they have lower overhead. In the heart of downtown, the bicycle messengers can be as fast or faster than the car-based courier services because of all the automobile traffic besides non polluting transport is sustainable for future mode of transport in side city.

There is one company that serving as bike cargo delivery. The buying habits of small local businesses are based on price, convenience, and reliability.

5.0 Strategy and Implementation Summary

The Bike Cargo's strategy for gaining market share will be based on it's competitive advantages: reliability, industry knowledge and high technological approaches to customers. Reliability is very important to local businesses and will make The Bike Cargo very attractive. Additionally, Dhiraj's industry and technological knowledge will be helpful in convincing local business and general customer to try this company because it understands and caters to city based environment friendly logistic needs much better. Futuristic approaches will definitely gain customer's confident slow but steady.

Bike Cargo will use partner bikers and some part their own bike as well for the delivery. So that temporary bike messengers will work in need. Also delivery based or hourly based private bike messenger will be available to delivery. So it will keep down cost as well local employment will increase rapidly. Besides BikeCargo's profit it will help to lower cost delivery for customers as well.

Antwerp has been chosen as the headquarters for this service because it is an environmentally-friendly, port city. The citizens are interested in environmental health, and are welcoming to new businesses with the same doctrine. The Bike Cargo is proud to be a messenger service on bikes, it is proud to help keep the environment safe and healthy in Flander's cities. Besides these Dhiraj have lived in Antwerp for some months also been to Ghent, Bruges and other cities, know very well.

5.1 Competitive Edge

The Bike Cargo has two competitive edges: reliability and industry insight. Reliability is a characteristic that is very important to local businesses and public. Those businesses and local people require reliability of delivery. Often the delivery of personal goods and documents is critical. Local business always choose the reliable partner for logistics in and out at time and careful, responsible cargo delivery company like Bike Cargo. The Bike Cargo achieves reliability through a redundant back-up system that always provides an alternative method of delivery if the specific bicycle messenger encounters difficulty. Also full path can be tracked in APP. AI based predictive application also help to make a commitment to their customers with confidence. By having

a back-up system, the company ensures that even if the primary messenger fails, there is a back-up ready to complete the delivery.

The second competitive advantage is logistic industry insight and years of expertise. Dhiraj is not a amateur he has more than 20 years professional expertise with high technologies and different businesses. Besides this he has a degree in Commerce and Finance so he can handle the business administration and accounts much like a professional accountant. It is a true advantage for Dhiraj to have love with bicycle and Antwerp for long. This work gave him industry insight that is not replicable without actually doing the work. The insight is valuable because Dhiraj knows intimately what local businesses need in regards to logistic solution in city to delivery in time. While other companies will gain some insight by serving the local market for 2-5 years, it will not compare in breadth to Dhiraj's professionalism and knowledge of business logistics.

5.2 Sales Strategy

Bike Cargo recognizes that it is difficult to break into many local businesses and displace their current service provider and will offer a 20% discount for a months worth of services. Besides it they will first time working with AI based logistic solutions partner which serve with same trusted bike cargo but with highly sophisticated way and professionalism. While this is a bit of a hit in terms of profitability, it is only a short-term concern. The long-term gain is securing a repeat customer.

In addition to this economic incentive, The Bike Cargo will employ Dhiraj's powers of persuasion when he is speaking with prospective customers and businesses. He will directly target the company's reliability and fool-proof back-up systems, as well as impress his recognition of the needs of his clients based on his own years of practicing law. He will use these two features to attract new clientele.

5.2.1 Sales Forecast

The first month will be used to set up the office and hire and train messengers. The second month will begin to see some sales activity. Sales will ramp up from month three on. There will be an incremental increase each month as more and more firms become aware of the services of the company.

Chart: Sales Monthly First Year

Sales Monthly - 1st year

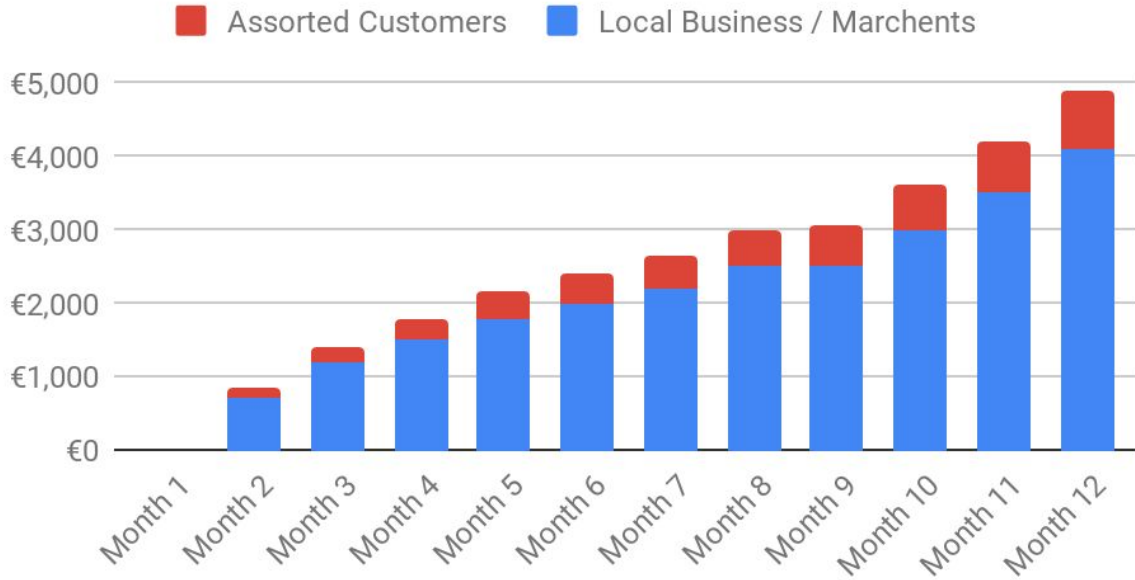


Chart: Sales by Year

Sales by Year

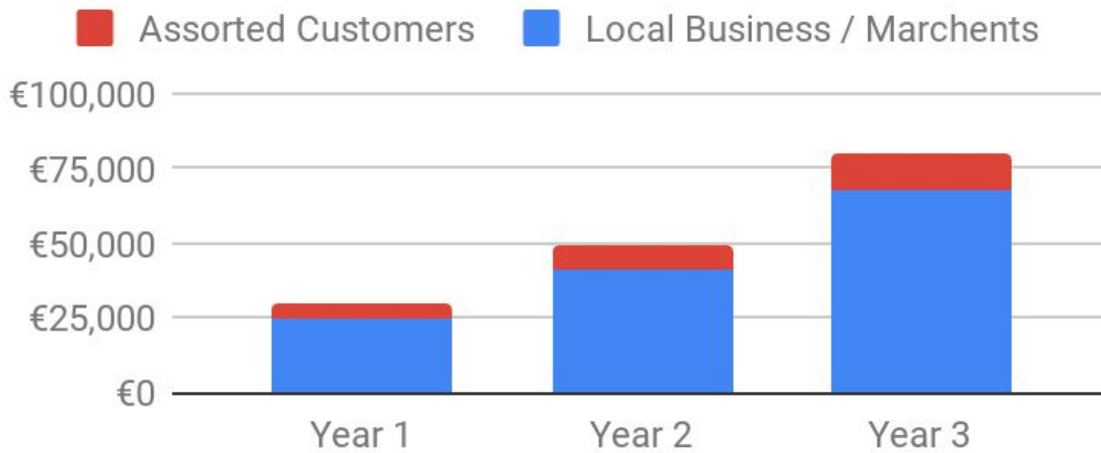


Table: Sales Forecast Yearly

<i>Sales Forecast</i>				
	Year 1	Year 2	Year 3	Year 4
Sales				
Local Businesses	€25,000	€41,250	€68,063	€112,303
Assorted customers	€5,000	€7,500	€11,250	€11,250
Total Sales	€30,000	€48,750	€79,313	€123,553

5.3 Milestones

The Bike Cargo will have several milestones early on:

1. Business plan completion. This will be done as a roadmap for the organization. While we do not need a business plan to raise capital, it will be an indispensable tool for the ongoing performance and improvement of the company.
2. Completion of whole AI based fleet management application including APP
3. Set up office.
4. Hire and train staff.
5. Start crowdfunding process.

Table: Milestones

Assorted customers	€6,107	€6,840	€10,478	€10,655	
Subtotal Direct Cost of Sales	€36,644	€43,244	€69,844	€70,566	

<i>Milestones</i>					
Milestone	Start Date	End Date	Budget	Manager	Department
Business plan completion	15/7/2019	9/8/2019	€0.00	Dhiraj	Founder

6.0 Management Summary

Dhiraj Patra, the founder and co owner received his bachelor degree in Commerce and Finance from BU, India. Dhiraj's father had a cycle shop he has worked since childhood. He also voluntarily helped at sunday different small cycle repairing shops in Antwerp during his stay there. He also helped in cycle van / cargo small factory in India as hobby. After doing his graduation Dhiraj found no employment and challenged in India for cycle. In addition to a lack of challenge, Dhiraj was pressured by his parents, implicitly but forcefully, to achieve System Management and a Masters in Computer Application from IGNOU. Dhiraj started working as a Software Analyst and Developer in different cities in India and in Europe on site several times. Helped to create many successful businesses around the world, one of them is Carambolakidz in Ireland, one of the biggest child lunch producers and have huge complex logistic module which Dhiraj himself built for them.

During his whole career Dhiraj always wanted to do business which is environmentally friendly and co-operative to create local employment and sustainability along with futuristic logistic model for pollution and congestion free cities. But unfortunately get any chance in India.

After 21 years of working as a Software Architect, enough was enough. There was no longer enjoyment to work in other's company and Dhiraj wanted to start a business which he loves to do. He brainstormed a way to combine the business skills from his education and years of experience, his networking contacts from his long working places, and his love of cycling. One day the business model of the Bike Cargo hit him and now proposing for the same.

6.1 Personnel Plan

The Bike Cargo will consist of Dhiraj completing software architecture, backend, HR functions, marketing functions, and general business management. He will help in bike repairing some times. The company will hire a full-time 2 bicycle messengers. While bicycle messengers seem to be transient, the training of a new one is relatively quick and cheap, so if one leaves, he/she can be replaced quickly. His wife will help him in different office administration activities.

His wife Tanushree has done her masters in arts with psychology from Calcutta University and have immense knowledge in office administration will help her as another director and to help Dhiraj.

Table: Personnel Plan Yearly

<i>Personnel Plan</i>				
	Year 1	Year 2	Year 3	Year 4
Dhiraj Patra	€0	€2,000	€12,000	€14,000
Tanushree Patra	€2,000	€6,000	€8,000	€9,600
Messenger	€8,400	€9,600	€10,000	€10,000
Messenger	€6,000	€7,200	€8,400	€8,400
Messenger			€7,200	€8,400
Total People	4	4	5	5
Total Payroll	€16,400	€24,800	€45,600	€50,400

<i>Temp Workers pay</i>				
	Year 1	Year 2	Year 3	Year 4
Messenger	€600	€800	€800	€800
Messenger	€600	€800	€800	€800
Messenger		€600	€600	€800
Messenger		€600	€600	€600

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Messenger			€600	€600
Total People	2	4	5	5
Total Payment	€1,200	€2,800	€3,400	€3,600

7.0 Financial Plan

The following sections will outline the important financial data.

7.1 Important Assumptions

The following table details important financial assumptions for The Bike Cargo.

Table: General Assumptions Yearly

<i>General Assumptions</i>			
	Year 1	Year 2	Year 3
Plan Month	1	2	3
Current Interest Rate	10%	10%	10%
Long-term Interest Rate	10%	10%	10%
Tax Rate	20%	20%	20%
Other	0	0	0

7.2 Break-even Analysis First Year

The Break-even Analysis indicates what The Bike Cargo will need to achieve in monthly revenue to reach their break-even point.

Chart: Break-even Analysis First year

Break-even Analysis 1st year



Table: Break-even Analysis

<i>Break-even Analysis</i>	
Monthly Revenue Break-even	€2,917
Assumptions:	
Average Percent Variable Cost	2%
Estimated Monthly Fixed Cost	€2,858

7.3 Projected Profit and Loss Yearly

The following table will indicate projected profit and loss.

Chart: Profit Yearly %

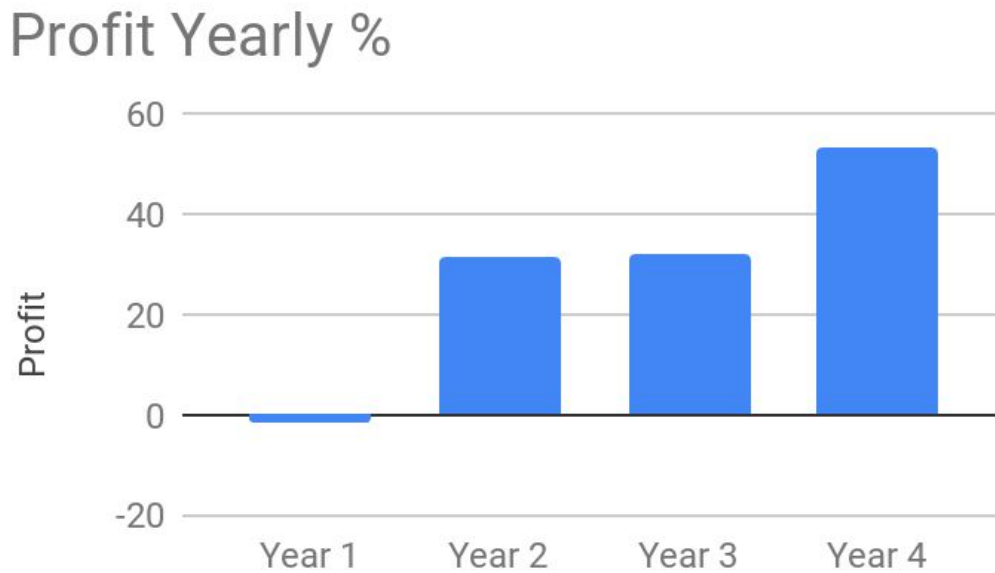


Chart: Gross Margin Monthly

Gross Margin Monthly %

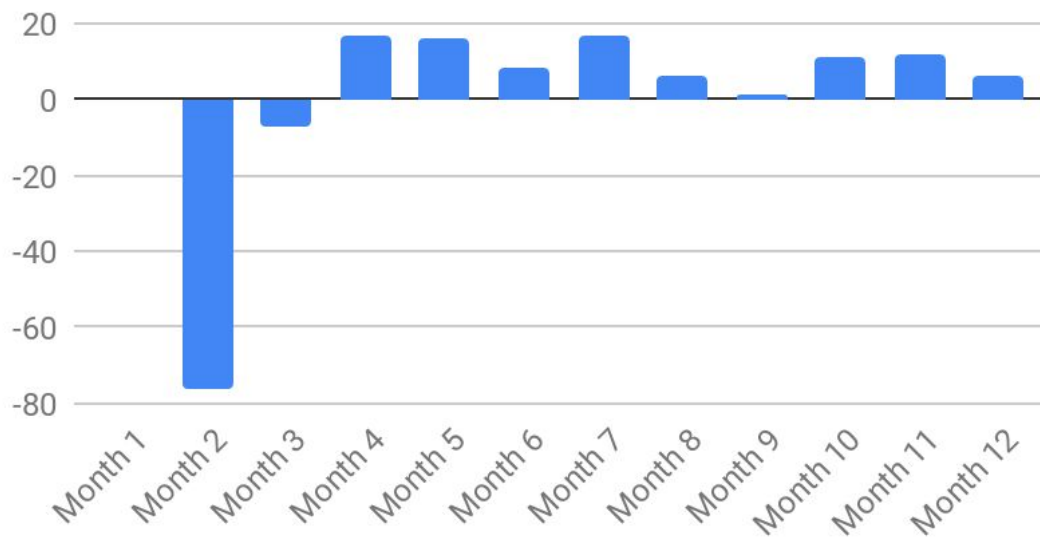


Chart: Gross Margin Yearly

Gross Margin Yearly

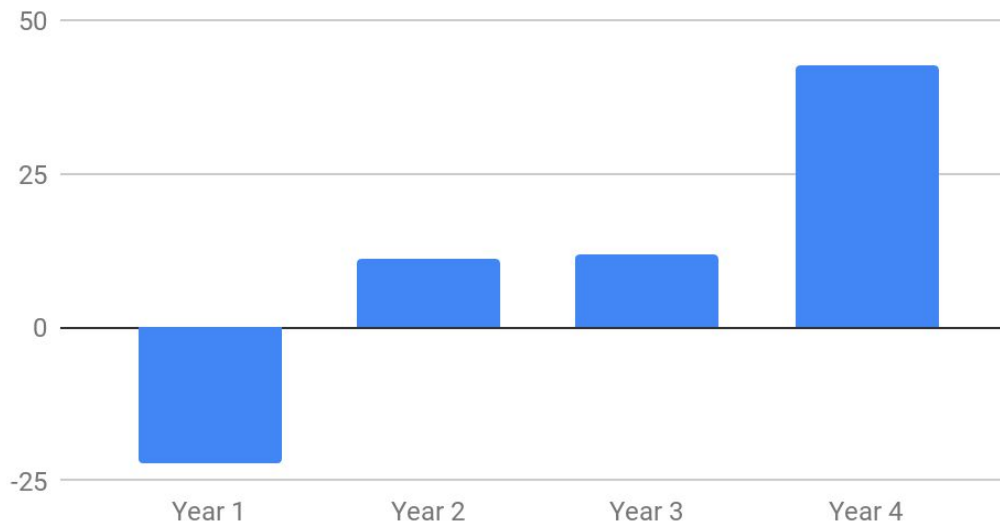


Chart: Profit Monthly

Profit Monthly

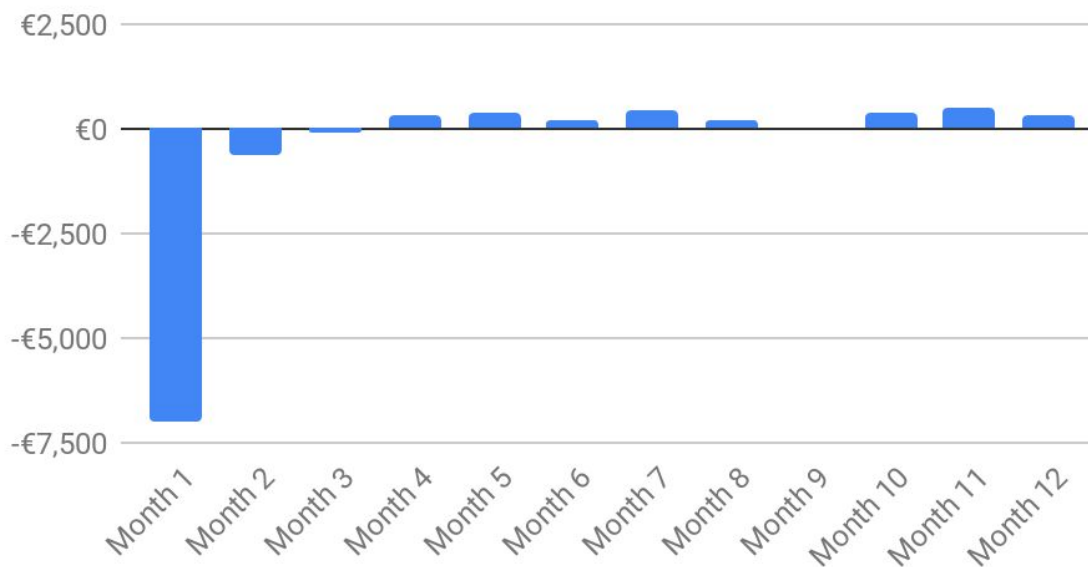


Table: Profit and Loss Yearly

<i>Pro Forma Profit and Loss</i>				
	Year 1	Year 2	Year 3	Year 4
Sales	€30,000	€48,750	€79,313	€123,553
Direct Cost of Sales	€36,644	€43,244	€69,844	€70,566
Other	€0	€0	€0	€0
Total Cost of Sales	€36,644	€43,244	€69,844	€70,566
Gross Margin				
Gross Margin %	-22	11	12	43
Expenses				

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Payroll	€16,400	€24,800	€45,600	€50,400
Temp Workers Pay	€1,200	€2,800	€3,400	€3,600
Sales and Marketing and Other Expenses	€7,000	€1,400	€1,400	€280
Depreciation	€900	€900	€900	€900
Cellular service	€194	€194	€194	€194
Utilities	€500	€500	€500	€500
Insurance	€350	€450	€450	€450
Rent	€6,000	€6,000	€6,000	€6,000
Payroll Taxes	€4,100	€6,200	€11,400	€12,600
Other	€0	€0	€0	€0
Total Operating Expenses	€36,644	€43,244	€69,844	€74,924
Profit Before Interest and Taxes	-€6,644	€5,506	€9,469	€52,987
EBITDA	-€444	€15,406	€25,169	€65,729
Interest Expense	€0	€0	€0	€0
Taxes Incurred	€0	€0	€0	€0
Net Profit	-€444	€15,406	€25,168	€65,729
Net Profit/Sales	-1	32	32	53

7.4 Projected Cash Flow Monthly First Year

The following chart and table will indicate projected cash flow.

Chart: Cash

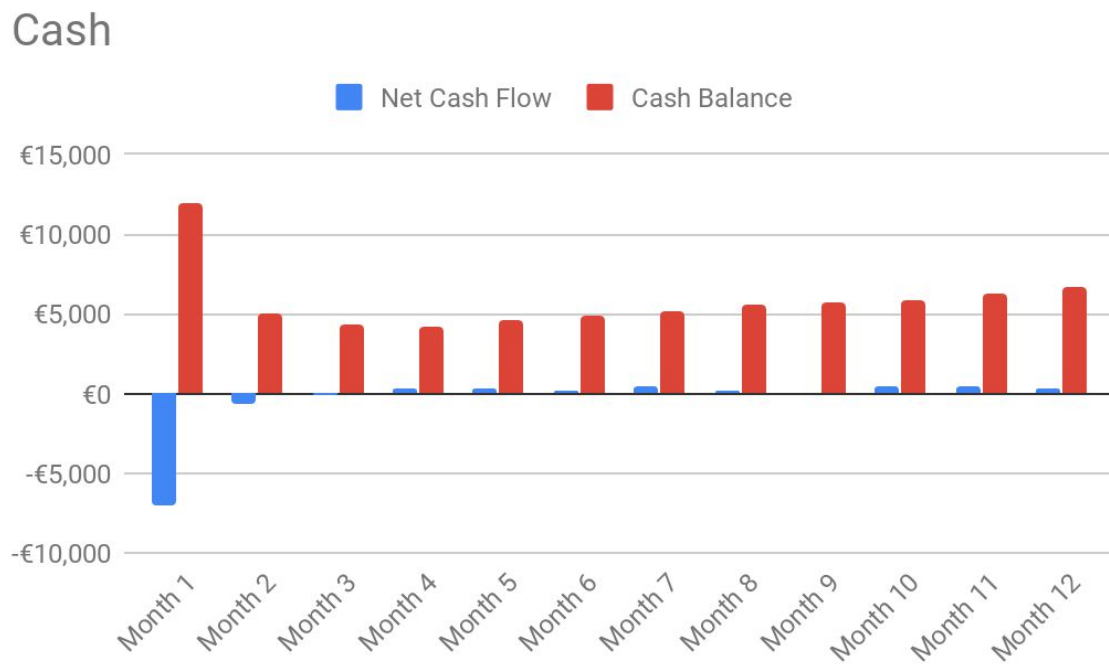


Table: Cash Flow Monthly First Year

<i>Pro Forma Cash Flow</i>													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received													
Cash from Operations													
Cash Sales		€558	€558	€558	€558	€558	€558	€558	€558	€558	€558	€558	€558
Cash from Receivables		€83	€83	€83	€83	€83	€83	€83	€83	€83	€83	€83	€83
Subtotal Cash from Operations		€642	€642	€642	€642	€642	€642	€642	€642	€642	€642	€642	€642
Additional Cash Received													
Sales Tax, VAT, HST/GST Received	0.00 %	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
New Current Borrowing		€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

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New Long-term Liabilities		€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
Sales of Long-term Assets		€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
Subtotal Cash Received		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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
Expenditures from Operations													
Cash Spending		€100	€100	€100	€100	€100	€100	€100	€100	€100	€100	€100	€100
Bill Payments		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Subtotal Spent on Operations		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Additional Cash Spent													

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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		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Net Cash Flow		-€583	-€583	-€583	-€583	-€583	-€583	-€583	-€583	-€583	-€583	-€583	-€583
Cash Balance		€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000	€1,000

7.5 Projected Balance Sheet Yearly

The following table will indicate the projected balance sheet.

Table: Balance Sheet Yearly

<i>Pro Forma Balance Sheet</i>			
	Year 1	Year 2	Year 3
Assets			
Current Assets			
Cash	€6,700	€22,106	€47,274
Accounts Receivable	€1,000	€1,650	€2,723
Other Current Assets	\$0	\$0	\$0
Total Current Assets	€7,700	€23,756	€49,997
Long-term Assets			
Long-term Assets	€6,000	€9,000	€13,500
Accumulated Depreciation	€900	€1,350	€2,025
Total Long-term Assets	€5,100	€7,650	€11,475
Total Assets	€12,800	€31,406	€61,472
Liabilities and Capital	Year 1	Year 2	Year 3
Current Liabilities			
Accounts Payable	€0	€200	€200
Current Borrowing	€0	€0	€0
Other Current Liabilities	€0	€0	€0
Subtotal Current Liabilities	€0	€200	€200
Long-term Liabilities	€0	€10,000	€10,000
Total Liabilities	€0	€10,200	€10,200

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Paid-in Capital	€25,000	€25,000	€25,000
Retained Earnings	-€444	€15,406	€25,168
Earnings	€30,000	€48,750	€79,313
Total Capital	€24,556	€40,406	€50,168
Total Liabilities and Capital	€24,556	€50,606	€60,368
Net Worth	€24,556	€40,406	€50,168

7.6 Business Ratios

Table: Sales Forecast Monthly First Year

<i>Sales Forecast</i>												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales												
Local businesses	€0	€700	€1,200	€1,500	€1,800	€2,000	€2,200	€2,500	€2,500	€3,000	€3,500	€4,100
Assorted customers	€0	€150	€200	€300	€350	€400	€450	€500	€550	€600	€700	€800
Total Sales	€0	€850	€1,400	€1,800	€2,150	€2,400	€2,650	€3,000	€3,050	€3,600	€4,200	€4,900
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
Local businesses	€7,000	€1,235	€1,286	€1,250	€1,507	€1,833	€1,826	€2,333	€2,459	€2,667	€3,083	€3,849
Assorted customers	€0	€265	€214	€250	€293	€367	€374	€467	€541	€533	€617	€751

Table: Personnel Plan Monthly First Year

<i>Personnel Plan</i>	%												
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Dhiraj Patra	0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Tanushree Patra	12	€167	€167	€167	€167	€167	€167	€167	€167	€167	€167	€167	€167
Messenger	51	€700	€700	€700	€700	€700	€700	€700	€700	€700	€700	€700	€700
Messenger	37	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500
Total People		4	4	4	4	4	4	4	4	4	4	4	4
Total Payroll		€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367

Table: General Assumptions Monthly First Year

General Assumptions												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Plan Month	1	2	3	4	5	6	7	8	9	10	11	12
Current Interest Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Long-term Interest Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Tax Rate	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%

Table: Profit and Loss Monthly First Year

<i>Pro Forma Profit and Loss</i>													
		Mont h 1	Month 2	Mont h 3	Mont h 4	Mont h 5	Mont h 6	Mont h 7	Mont h 8	Mont h 9	Mont h 10	Mont h 11	Mont h 12
Sales		€0	€850	€1,400	€1,800	€2,150	€2,400	€2,650	€3,000	€3,050	€3,600	€4,200	€4,900
Direct Cost of Sales		€7,000	€1,500	€1,500	€1,500	€1,800	€2,200	€2,200	€2,800	€3,000	€3,200	€3,700	€4,600
Other		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Total Cost of Sales		€7,000	€1,500	€1,500	€1,500	€1,800	€2,200	€2,200	€2,800	€3,000	€3,200	€3,700	€4,600
Gross Margin		€0	-€76	-€7	€17	€16	€8	€17	€7	€2	€11	€12	€6
Gross Margin %		0.00%	-9.00%	-0.51%	0.93%	0.76%	0.35%	0.64%	0.22%	0.05%	0.31%	0.28%	0.12%
Expenses													
Payroll		€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367	€1,367
Temp Works Pay		€100	€100	€100	€100	€100	€100	€100	€100	€100	€100	€100	€100

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Sales and Marketing and Other Expenses		€583	€583	€583	€583	€583	€583	€583	€583	€583	€583	€583	€583
Depreciation		€75	€75	€75	€75	€75	€75	€75	€75	€75	€75	€75	€75
Cellular service		€16	€16	€16	€16	€16	€16	€16	€16	€16	€16	€16	€16
Utilities		€42	€42	€42	€42	€42	€42	€42	€42	€42	€42	€42	€42
Insurance		€29	€29	€29	€29	€29	€29	€29	€29	€29	€29	€29	€29
Rent		€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500	€500
Payroll Taxes	25%	€342	€342	€342	€342	€342	€342	€342	€342	€342	€342	€342	€342
Other		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Total Operating Expenses		€3,054	€3,054	€3,054	€3,054	€3,054	€3,054	€3,054	€3,054	€3,054	€3,054	€3,054	€3,054
Profit Before Interest and Taxes		-€554	-€554	-€554	-€554	-€554	-€554	-€554	-€554	-€554	-€554	-€554	-€554
EBITDA		€1,284	€1,284	€1,284	€1,284	€1,284	€1,284	€1,284	€1,284	€1,284	€1,284	€1,284	€1,284
Interest Expense		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Taxes Incurred		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Net Profit		-€37	-€37	-€37	-€37	-€37	-€37	-€37	-€37	-€37	-€37	-€37	-€37

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Net Profit/Sales		-1.48 %	-1.48%	-1.48 %	-1.48 %	-1.48 %	-1.48 %	-1.48 %	-1.48 %	-1.48 %	-1.48 %	-1.48 %	-1.48 %
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Table: Cash Flow Monthly First Year

<i>Pro Forma Cash Flow</i>													
		Mont h 1	Month 2	Mont h 3	Mont h 4	Mont h 5	Mont h 6	Mont h 7	Mont h 8	Mon th 9	Mon th 10	Mon th 11	Mon th 12
Cash Received													
Cash from Operations													
Cash Sales		€558	€558	€558	€558	€558	€558	€558	€558	€558	€558	€558	€558
Cash from Receivables		€83	€83	€83	€83	€83	€83	€83	€83	€83	€83	€83	€83
Subtotal Cash from Operations		€642	€642	€642	€642	€642	€642	€642	€642	€642	€642	€642	€642
Additional Cash Received													
Sales Tax, VAT, HST/GST Received	0.00%	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0

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New Current Borrowing		€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
New Long-term Liabilities		€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
Sales of Long-term Assets		€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
Subtotal Cash Received		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
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
Expenditures from Operations													
Cash Spending		€100	€100	€100	€100	€100	€100	€100	€100	€100	€100	€100	€100
Bill Payments		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Subtotal Spent on Operations		€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		€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Net Cash Flow		-€58 3	-€583	-€58 3	-€58 3	-€58 3	-€58 3	-€58 3	-€58 3	-€58 3	-€58 3	-€58 3	-€58 3
Cash Balance		€1,00 0	€1,000	€1,00 0	€1,00 0	€1,00 0	€1,00 0	€1,00 0	€1,00 0	€1,00 0	€1,00 0	€1,00 0	€1,00 0

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Table: Balance Sheet Monthly First Year

<i>Pro Forma Balance Sheet</i>													
		Mont h 1	Month 2	Mont h 3	Mont h 4	Mont h 5	Mont h 6	Mont h 7	Mont h 8	Mon th 9	Mon th 10	Mon th 11	Mon th 12
Assets	Startin g Balan ces												
Current Assets													
Cash	€12,000	€12,000	€5,000	€4,350	€4,250	€4,550	€4,900	€5,100	€5,550	€5,750	€5,800	€6,200	€6,700
Accounts Receivable	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Other Current Assets	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Total Current Assets	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700	€7,700
Long-term Assets													
Long-term Assets	€6,000	€6,000	€5,925	€5,850	€5,775	€5,700	€5,625	€5,550	€5,475	€5,400	€5,325	€5,250	€5,175
Accumulated Depreciation	€900	€75	€75	€75	€75	€75	€75	€75	€75	€75	€75	€75	€75
Total Long-term Assets	€5,100	€5,925	€5,850	€5,775	€5,700	€5,625	€5,550	€5,475	€5,400	€5,325	€5,250	€5,175	€5,100
Total Assets	€12,800	€13,625	€13,550	€13,475	€13,400	€13,325	€13,250	€13,175	€13,100	€13,025	€12,950	€12,875	€12,800
Liabilities and Capital		Mont h 1	Month 2	Mont h 3	Mont h 4	Mont h 5	Mont h 6	Mont h 7	Mont h 8	Mon th 9	Mon th 10	Mon th 11	Mon th 12

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Current Liabilities													
Accounts Payable	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Current Borrowing	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Other Current Liabilities	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Subtotal Current Liabilities	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Long-term Liabilities	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Total Liabilities	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0	€0
Paid-in Capital	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000	€25,000
Retained Earnings	€0	-€7,000	-€650	-€100	€300	€350	€200	€450	€200	€50	€400	€500	€300
Earnings	€0	€0	€850	€1,400	€1,800	€2,150	€2,400	€2,650	€3,000	€3,050	€3,600	€4,200	€4,900
Total Capital	€25,000	€18,000	€24,350	€24,900	€25,300	€25,350	€25,200	€25,450	€25,200	€25,050	€25,400	€25,500	€25,300
Total Liabilities and Capital	€25,000	€18,000	€24,350	€24,900	€25,300	€25,350	€25,200	€25,450	€25,200	€25,050	€25,400	€25,500	€25,300
Net Worth	€12,800	€13,625	€13,550	€13,475	€13,400	€13,325	€13,250	€13,175	€13,100	€13,025	€12,950	€12,875	€12,800

Thank you very much for your time and reading my plan. I am giving some important annexures below.

<https://doc.anet.be/docman/docman.phtml?file=.irua.dffe74.12869.pdf>

https://www.researchgate.net/publication/321494423_Simulation_of_B2C_e-commerce_distribution_in_Antwerp_using_cargo_bikes_and_delivery_points/link/5a261202aca2727dd880f965/download

https://www.researchgate.net/publication/328784050_CITY_LOGISTICS_MODELS_IN_THE_FRAMEWORK_OF_SMART_CITIES_URBAN_FREIGHT_CONSOLIDATION_CENTERS