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**A business plan project undertaken during B Tech III Semester, 2015**

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We buy medicines from wholesale retailers which patients order and deliver it to them.

Doctors Gives suggestion to the patient and prescribe medicines also

Patients consult doctor online and take advices

# Executive Summary

“***Online Ayurveda Solutions***” is an online based service company with an objective of providing hassle free and high standard Ayurveda health care solutions to people at affordable cost & easy reach. “Online Ayurveda Solutions” brings the largest Ayurveda health care centers and doctors onto online network, thereby providing a high standard medical solutions and availability of Ayurveda medicines to the people of India at a low cost, quick access and high availability model.

The company combines the strengths of medicine and technology through an online portal and hence going to be a successful business model with high end user satisfaction levels. The web platform integrates the doctor network with Ayurveda medicine vendors for the patients so that they can leverage medical services through online video and audio functions available.

Online Ayurveda Solutions is dedicated to consistently providing high customer satisfaction by rendering excellent medical service, quality medical products, and ease of reaching the right medical source at required time and at affordable cost. We also provide excellent customer support and help in achieving the customer requirements.

**Online Ayurveda Services motto is to “***Make medical services safe, affordable and quick reach to the society with utmost customer support levels***”.**

We are considering the timing as the right for new venture as many customers are now want to go for Ayurveda consultancy to ensure safe medical services (without side effects) at affordable cost. After doing the market analysis and discussions with various networks of doctors, patients and their needs, we came up with a detailed business plan to setup this venture. A detailed description of each of the sections of this business plan provides information about the company, products and services, marketing plan, Operational plan and financial plan.

To achieve the objectives of Online Ayurveda Solutions, the founders are collaborating with various business entities like hospitals, clinics, Ayurveda medicine shops and financial institutions. The current business plan is arrived based on the market analysis, bench marking with the market competitors & tool based strength-weakness scores to build a solid company with highly satisfied customer base.

# General Company Description

Online Ayurveda solutions is a new company being established with an objective of providing the world class Ayurveda medical services, consulting and medicines to all segments of people across India in an affordable cost, high quality, availability and ease of reach. Ayurveda Online Solutions helps the patients to consult and receive the medical services from anywhere and at any time (24x7 model) through the extensive network of Ayurveda clinics, hospitals and doctors available with the company. The users can also subscribe the reliable and high quality medicines through the online portal, which delivers the same at their door steps in shortest possible time frame.

Ayurveda Online Solutions will have the highest network of doctors and hospitals (target to have 200 in year 1, 350 in year 2 and 500 in Year 3) to ensure the coverage of maximum health needs and maximize the reach. The company provides a secured, user friendly and best of portal to ensure the patients confidentiality and comply with health standards set by Indian Public Health Standards (IPHS).

Ayurveda Online Solutions is co-funded by and jointly owned by the promotors **Meha, Mansi, Isita and Divya** and is scheduled to begin the operations on March 1st, 2016 with the head office in **101, Block B, Road No. 2, Connaught Place, New Delhi**. After the initial setup and operations, Ayurveda Online Solutions has the plans to start joint ventures with some of the largest Ayurveda firms viz Patanjali Ayurveda and Ayur Mana Dharama Ayurveda. A detailed plan for joint ventures will be published in the year 2017.

**Our mission Statement**: “*We are committed to achieve sustainable growth by providing comprehensive range of high quality medical consulting services at an affordable cost and quick reach to the society and fostering mutually beneficial relationships with all our customers”*

The primary objectives of Online Ayurveda Solutions are:

1. Provide the best of class medical consulting and services to all segments of people in India through a sophisticated online portal.
2. Ensure the availability in 24x7 model with an ease of getting services by customers
3. Grow at a rate of 20% year on year in terms of revenue, 40% profit margin there by reaching the maximum customers

The commercial model involves the founders funding and loan from one of the top India Bank. The initial investment budget is as follows.

1. Founders funding Rs. 3,50,000 (Three lakhs fifty thousand only)
2. Loan from Bank Rs. 3,00,000 (Three lakhs only)

Business Philosophy:

1. We put our customers first and strive to secure their loyalty through top quality service.
2. We value our employee and seek to help them and achieve their full potential.
3. We embrace professionalism and seek excellence in everything we do.
4. We do our best to help our communities be better places in which to live, work and grow.

As already said it is an online platform for Ayurveda services this is mainly helpful for the people who are far away and cannot travel suddenly they can get advices online. In this industry there are many other sellers but our motto is that “*we need not do the unique things, but do things unique*” , and coming to the growth of the industry, there is a tremendous growth in the industry as it is medical service every person in some moment of life need medical service.

# Products and Services

Ayurveda Online Solutions will have a sophisticated and user friendly online portal. The portal will provide a wide network of doctors and the associated contact details and their availability information. The patients can register on the portal to avail the various services like online consulting, medical prescription services from the selected doctors, Ayurveda medicine purchase, medicine door delivery & a repository of information on the various diseases and how Ayurveda helps in the cure.

Our idea is to make the Ayurveda services and products available to those in need at the press of a few buttons. Ayurveda Online Solutions will rapidly change the way the world buys Ayurveda services and products through online. Our goal is to make the purchasing of Ayurveda services and products as easy & convenient as possible at affordable cost. We're revolutionizing the distribution of products by focusing on customer care and satisfaction and delivering savings and convenience to our customer.

Users can leverage the services from Ayurveda Online Solutions by

1. Online Application provided by our company by registering themselves on the web portal. The users can leverage the doctor services with the world class search and assistance module available. Users can order the medicines through the portal with available payment options.
2. The portal provides the online consulting through audio chat as well as video chat. This helps the interaction much easier and user friendly.

The following are some of the many products and services from Ayurveda Online Solutions.

         

# Marketing Plan

An evaluation of the company’s internal strengths and weaknesses and external opportunities and threats served as the foundation for the marketing plan. The following plan focuses on the company’s growth strategy, suggesting ways in which it can build on existing customer relationships, and on the development of new products and/or services targeted to specific customer niches. Since Ayurveda Online Solutions provide services from doctors to patients and medical products to users, this can be considered as S2B2C (Service to Business to Consumer) market.

Marketing Objective:

Ayurveda Online Solutions is in the business of serving doctors, patients and consumers who need the services and medical products at affordable rates with superior quality. Besides formulating a marketing-oriented and customer focused mission statement, Ayurveda Online should establish an objective to achieve cumulative growth in net profit of at least 50 percent over the next three years. Atleast half of this 50 percent growth should come from new user’s year on year and from new network doctor services.

To accomplish its marketing objectives, Ayurveda Online Solutions should develop benchmarks to measure progress. Regular reviews of these objectives will provide feedback and possible corrective actions on a timely basis. The major marketing objective is to gain a better understanding of the needs and satisfaction of current customers. Since Ayurveda Online Solutions is benefiting from a 90 percent reorder rate, it must be satisfying its current customers. Ayurveda Online Solutions could use the knowledge of its successes with current clients to market to new customers. To capitalize on its success with current clients, benchmarks should be established to learn how our company can improve the products it now offers through knowledge of its clients’ needs and specific opportunities for new product offerings. These benchmarks should be determined through marketing research and companies’ marketing information system.

Target Markets:

**Target market 1**: Large size cities and towns where each house hold will have access to the internet and online application access. Users can access the online application through their desktops/laptops or mobile phones. This will ensure the highest doctor network availability and large population who can leverage the services.

The marketing for such segments can be done on online advertising, television, daily newspapers, FM broadcasting.

**Target market 2**: Medium size cities where the users can visit to their nearest internet or online application access center to avail the services. The service centers can help the users to access the online applications and consult the doctors.

**Target market 3**: Villages where the users have restricted internet connectivity. The company provides a service over phone call through toll free calling service where the users can consult and order medicines through agent assisted services.

Marketing SWOT analysis:

**SWOT**: SWOT (Strengths, Weaknesses, Opportunities and Threats) is a technique where the marketing division analyzes various factors which help Ayurveda Online Solutions to plan and design a best marketing plan for the growth. Based on the various points identified in this analysis, we come up with marketing strategy to mitigate the risk and ensure the growth plan.

**Strengths:**

* Ayurveda Online Solutions product differentiation strategy is the result of a strong marketing orientation, commitment to high quality, and customization of products and support services.
* Targeting an excellent doctor’s network and availability of wide range of medical products with high quality will help us retaining the customers and maximizing the new registrations.
* Planning a world class web portal with user friendly features will attract many users.
* Have a strong support from investors for the

**Weaknesses:**

* With the evolving online business companies, there may be high attrition rates in employees.
* The quality of the doctor services and availability of the information should be updated very regularly; else it leads to a low feedback from the users.

**Opportunities:**

* Ayurveda market in India is about 2 billion INR and this opens a huge opportunity to Ayurveda Online Solutions to capture and grow.
* Have many people looking for safe, secured and low cost medicinal products and doctor services in India and the objective of our company is to bring the awareness among these and capture the market

**Threats:**

* Huge competition in online business may result in other startup companies with.
* The commission %s to the doctors and medicine companies may go up resulting in lower margins.

Market Competition Analysis:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Factor | Self-Assessment | Strengths | Weakness | Competitor A | Competitor B | Importance to Customer |
| Services | 4 | 5 | 3 | 4 | 4 | 5 |
| Products | 5 | 3 | 2 | 4 | 3 | 5 |
| Price | 4 | 4 | 3 | 3 | 3 | 4 |
| Quality | 4 | 5 | 3 | 4 | 4 | 5 |
| Selection | 2 | 3 | 2 | 4 | 3 | 5 |
| Reliability | 4 | 5 | 3 | 4 | 4 | 5 |
| Stability | 4 | 4 | 3 | 3 | 3 | 4 |
| Expertise | 3 | 3 | 2 | 4 | 4 | 5 |
| Timeliness | 4 | 5 | 3 | 4 | 4 | 5 |
| Ease of use | 5 | 4 | 2 | 3 | 4 | 4 |
| Features | 4 | 5 | 3 | 4 | 4 | 5 |
| Location | 5 | 4 | 2 | 3 | 4 | 4 |
| Payment methods | 4 | 5 | 3 | 4 | 4 | 5 |
| Credibility | 3 | 4 | 2 | 3 | 4 | 4 |
| Image | 4 | 4 | 3 | 3 | 3 | 4 |

Rate on scale of 1 – 5. 1:Low; 5:High

Based on the analysis, the company needs to mainly focus on the selection process (converting the users to this web portal), expertise (signing with the best available doctors) and credibility of founders (as the founders are new entrants into the industry, need to build the credibility and the ways to attract the market)

**STRATEGY AND PROMOTION:**

The marketing strategy will first create customer awareness regarding our services, develop that customer base, and work towards building customer loyalty. We will use social media for the vast majority of our marketing using platforms such as Twitter, Facebook, Orkut and MySpace. These platforms are widely used by the customers in our demographic market. We will make announcements regarding our services and new medicines and medical assistance through regular tweets and updates to our fan page on Facebook. Each posts that we put on these sites will have a trackable link(like bit.ly, tr.im,etc) so that we come to know how many people click on each postWe will also use our email marketing list which is comprised of people who have expressed interest] in ayurvedic medicines and assistance. We have segmented our email list so that we can send appropriate emails to media and different ones to actual users.

**PROMOTIONAL BUDGET**

In order to accomplish successful promotion and advertising, we need to have a proper promotional budget. Since we are mainly using internet for the promotion our venture, it will be cost effective and successful too. Hence we don’t need to spend much on advertising. Therefore we will allocate 7-8% of the revenues to marketing. Out of this, 3-5% of gross revenue on startup marketing and 2-3% of gross revenue for run rate. We will split the budget into two parts -

1. Brand development cost - which includes all the channels we use to promote our brand such as your website, blogs, sales collateral, etc.
2. The costs of promoting our business - which includes campaigns, advertising, events, etc.

This percentage also **assumes you have margins in the range of 10-12 percent** (after you’ve covered your other expenses, including marketing).

**DISTRIBUTION CHANNEL**

Reaching senior marketing executives is typically done through a variety of means. Since we have limited resources and need to manage our finances very effectively, we will focus on two: advertising and networking.

The advertising will primarily be online via search engine ads so we can see the results within days instead of not knowing whether a print ad has any effect.

We have identified 4 trade shows and 3 conferences that these executives typically attend over the course of a year. Part of our marketing plan is to attend these events to network with these potential buyerrs. We also will submit responses to calls for papers to be speakers at some of the events when possible.

DEMO VIDEO FOR ADVERTISMENT

<http://wideo.co/en/view/11859781448126174187-business-video>



# Operational Plan

Operational planning is the process of planning [strategic goals](https://en.wikipedia.org/wiki/Strategic_planning) and objectives to tactical goals and objectives. An operational plan is the basis for, and justification of an annual operating budget request. Therefore, a five-year strategic plan would typically require five operational plans funded by five operating budgets. Operational plans should establish the activities and budgets for each part of the organization for the next 1 – 3 years. They link the strategic plan with the activities the organization will deliver and the resources required to deliver them.

The following section provides a brief overview of the operational planning by the company.

Infrastructure Needs:

**Location**: The office space will be increased to accommodate the staff and the required inventory needs of the company as follows.

|  |  |  |  |
| --- | --- | --- | --- |
| Year 1 | Year 2 | Year 3 | Year 4 |
| 2000 Sq. ft. | 3500 Sq. ft. | 5000 Sq. ft. | 8500 Sq. ft. |
| 2 locations | 3 locations | 3 locations | 5 locations |
| Rs. 24/- Sq. ft. | Rs. 26/- Sq. ft. | Rs. 27/- Sq. ft. | Rs. 28/- Sq. ft. |

**Hardware (servers) & Software**: The hardware and software will be installed to cater the increasing customer base as projected in the following table.

|  |  |  |  |
| --- | --- | --- | --- |
| Year 1 | Year 2 | Year 3 | Year 4 |
| 500 Users | 1000 Users | 2000 Users | 4500 Users |
| 2 Servers (configurations to be published) | 3 Servers | 3 Servers | 4 Servers |
| CRM License  Azure Cloud license  Microsoft .NET, Web Technologies, HTML 5 | CRM License  Azure Cloud license  Microsoft .NET, Web Technologies, HTML 5 | CRM License  Azure Cloud license  Microsoft .NET, Web Technologies, HTML 5 | CRM License  Azure Cloud license  Microsoft .NET, Web Technologies, HTML 5 |

**Personnel (Employees)**:

The following chart provides the year on year personnel count in various categories. The below chart excludes the senior management roles. The X-axis provides the category of the employees during the four years of the company establishment.

The Y-axis provides the number of employees count. The salaries and other benefits of the staff will be part of the financial planning.

**Network of doctors & Medical vendors**:

The X-axis provides the Doctors and Medical vendors during the four years of the company establishment.

The Y-axis provides the count.

**Accounts and receivables**:

|  |  |  |  |
| --- | --- | --- | --- |
| Year 1 | Year 2 | Year 3 | Year 4 |
| Total Purchase Orders (PO) | Total Purchase Orders (PO) | Total Purchase Orders (PO) | Total Purchase Orders (PO) |
| Total Invoicing Done | Total Invoicing Done | Total Invoicing Done | Total Invoicing Done |
| Total Receivables | Total Receivables | Total Receivables | Total Receivables |
| Difference (Gap in invoicing vs receivables) | Difference (Gap in invoicing vs receivables) | Difference (Gap in invoicing vs receivables) | Difference (Gap in invoicing vs receivables) |

# Management and Organization

Management Summary:

The company basic and main philosophy will be punctual and responsible. Ayurveda Online solutions maintain an environment and structure that will encourage the staff and will satisfy users.

Personnel Plan:

|  |  |  |  |
| --- | --- | --- | --- |
|  | Year 1 | Year 2 | Year 3 |
| ALL STAFF | Rs.144000 | Rs.222000 | Rs.354000 |
| OTHER | Rs.0 | Rs.0 | Rs.0 |
| PEOPLE | 3 | 4 | 6 |
| TOTAL PAYROLL | Rs.144000 | Rs.222000 | Rs.354000 |

Organizational structure:

The company recognizes that initially we have management gaps. The company is seeking to fill these positions, and should the company requires the services of one or more of these positions, the company will hire a consultant to fill the role of a virtual executive as the immediate need presents itself.

Core team (founder and principle)

* Chittoori Meha
* Mansi Mahesh Singh
* Ishitaa Sayal
* Divya Kothari
* **General Manager (Chittoori Meha)**: responsibilities include strategic guidance of the enterprise, exploration of expansion opportunities, and strategic alliance facilitation and management.
* **Chief Executive Officer and information technology (Mansi Mahesh singh)**: the main responsibility is to maintain a strategic fit between the corporate resources and external factors. Responsibilities include running of the overall day-to-day operations, technological and operational soundness, and financial stability.it also includes overall technological efficiency, software development, and information control.
* **Director of Finance and Operations (Divya Kothari)**: responsibilities include financial oversight, safeguarding of assets, and human resources management.
* **Director of sales and marketing (Ishita sayyal):** responsibilities include sales generation, marketing programs development, and public relations.

# Financial Statement

To start with, Ayurveda Online Solutions has the required financial strength to setup the company and perform the required services and operations. We would be presenting the financial status of the company as follows.

* Financial Position
* Income Statement

The following table provides the financial statement of the company on a high level. **Section 9 (Financial Plan) provides a detailed data and statements related to the various components**.

|  |  |
| --- | --- |
| **Financial Position** | **Income Statement** |
| Assets:   * The current assets (used within a year from the operations) include the **5 laptops and a windows server** to start developing the solution architecture for the company. Availability of technically strong domain experts to put together a platform for the planned services. * The non-current assets (used after specific duration) includes the network infrastructure for labs to be used for video calling and networking   .  Equity:   * Company has plans to go public through IPO after the **24 months to 30 months**’ time frame * Currently the founders have equal equity in the market as explained in financial plan. | Income:   * The main sources of income to our company are through medical services and medicine sales. * The income from consulting services over three years is expected to be **Rs. 16, 25,000** & the income from the medicine sales is expected to be **Rs. 23, 50,000**.   Expense:   * The expense for the three years operations is expected to be **Rs. 19, 25, 000**. * Depreciation will be considered in the financial statement. * Net profit for the company is the difference between Income and Expense and is a strong profit of **Rs. 20, 50,000**.   The **net profit percentage is 42%** and is going to be industry best performer |

# Startup Expenses and Capitalization

For any startup company, specific costs are associated before the company goes operations. Our company board had a detailed meeting on the essential expenses and came up with the below plan. There will be few revisions to this plan as we move forward. Our company will make all efforts to optimize the cost to ensure we leverage these funds in more service related work and operations.

|  |  |
| --- | --- |
| START UP EXPENSES | |
| Legal | 15,000 |
| Technical Issues | 20,000 |
| Website Making | 20,000 |
| Rent | 20,000 |
| Utilities | 10,000 |
| Marketing | 5,000 |
| Insurance | 20,000 |
| Delivery Vehicle | 50,000 |
| Software Required | 22,000 |
| Expensed Equipment | 43,000 |
| TOTAL START-UP EXPENSES | **2,25,000** |

|  |  |
| --- | --- |
|  |  |

# Financial Plan

Our goal is to be a profitable business beginning from the first month. The business will plan in such a way that the required ground work will be completed before the operations begin. A good amount of time is already spent in doing the market research and network with doctors and ayurveda vendor base.

**Assumptions:**

Revenues will grow at an annual rate of 20%, increasing 25% in January and February due to a historical jump in revenues at this time of year (seasonal flu and fevers). We anticipate this increase to stay steady throughout the following year to account for the normal flow of new patients coming for registrations. Estimates for sales revenue and growth are intentionally low, while anticipated expenses are exaggerated to the high side to illustrate a worst case scenario.

We did not use cost of goods sold in our calculations of net service sales, but included all related recurring expenses, such as payroll and supplies, in the operating expenses area of the profit and loss table. The only direct costs in the sales forecast are for projected product sales.

**Projected Cash Flow:**

|  |  |  |  |
| --- | --- | --- | --- |
| Assumptions | Year 1 | Year 2 | Year 3 |
| Plan Year | *2016* | 2017 | 2018 |
| Current Interest Rate | - | - | - |
| Long term Interest Rate | - | - | - |
| Tax Rate | 30% | 30% | 30% |
| Surcharges | 3.30% | 3.30% | 3.30% |
| Other | 1.5% | 1.5% | 1.5% |
| - | - | - | - |

We expect to manage cash flow over the next three years simply by the growth of the cash flow of the business. The business will generate more than enough cash flow to cover all of its expenses.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| PROFORMA CASH FLOW | Year 1 | | Year 2 | | | Year 3 | |
| Cash from consulting | Rs.3,50,000 | | Rs.5,25,000 | | | Rs.8,00,000 | |
| Cash from Medicine sale | Rs.5,00,000 | | Rs.7,50,000 | | | Rs.11,00,000 | |
| **Subtotal cash from operations** | **Rs.8,50,000** | | **Rs.12,75,000** | | | **Rs.19,00,000** | |
| Cash investment from founders | Rs.2,00,000 | | 0 | | | 0 | |
| Cash from relatives and friends  Borrow from Bank  Liabilites(salaries) | Rs.1,00,000  0  Rs.144000 | 0  0  Rs.222000 | | 0  0  Rs.354000 | | |
| Sales Tax, VAT, HST/GST Received | 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 | |
| Expenditures | Year1 | | Year2 | | | Year3 | |
| Expenditure for company setup | Rs.2,25000 | |  | | |  | |
| Salaries | Rs.144000 | | Rs.222000 | | | Rs.354000 | |
|  |  | |  | |
| Bank EMI | Rs.0 | | Rs.0 | | | Rs.0 | |
| Subtotal Cash Spent | **Rs.3,69,000** | | **Rs.2,22,000** | | | **Rs.3,54,000** | |

**Projected profit and loss:**

The following table shows our very conservative profit and loss projections for the next three years. The calculations includes the payments for all independently contracted technicians, as well for all regularly occurring supply expenses associated with service sales

Year wise profit analysis:

X-Axis: Years; Y-Axis: Profit in Rupees.

|  |  |  |  |
| --- | --- | --- | --- |
| **Pro Forma Profit and Loss (INR) Statement** | | | |
|  | **Year 1** | **Year 2** | **Year 3** |
| Sales | 850,000 | 1,275,000 | 1,900,000 |
| Direct Cost of Sales | 75,000 | 85,000 | 95,000 |
| Other Costs of Sales | 0 | 0 | 0 |
| **Total Cost of Sales** | **75,000** | **85,000** | **95,000** |
| Gross Margin | 875,000 | 1,290,000 | 1,805,000 |
| **Expenses** |  | | |
| Payroll | 144,000 | 222,000 | 354,000 |
| Marketing/Promotion | 60,000 | 72,000 | 1,20,000 |
| Rent | 2,40,000 | 2,40,000 | 2,40,000 |
| Utilities | 10,000 | 10,000 | 10,000 |
| Insurance | 18,000 | 18,000 | 18,000 |
| Payroll Taxes | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| **Total Operating Expenses** | **4,72,000** | **5,62,000** | **7,42,000** |
| **Profit Before Interest and Taxes** | **4,03,000** | **7,28,000** | **10,63,000** |
| Interest Expense | 0 | 0 | 0 |
| Taxes Incurred | 1,00,000 | 1,50,000 | 1,80,000 |
| Net Profit | 3,03,000 | RS.578000 | RS.883000 |
| **Net Profit/Sales** | **25%** | **37%** | **42%** |
|  |  |  |  |

# Business Plan refinement

The company business plan needs to be reviewed on a periodic basis and required refinements to be implemented. Some of the objectives of the business review refining are as follows:

1. Are the services chosen are meeting the needs of the stake holders? If not, what areas need improvement and how to implement them and time lines?
2. Are the stake holders are getting required cost benefits from the company or if the costing model to be refined?
3. Is the company is meeting the set revenue and profit margin goals or we need to refine the profitability plan to improve?
4. Are the employee base is sufficient to meet the set goal for the organization in next 3 years and 5 years and behind?
5. Are the employees having sufficient subject matter expertise or any training is required to be planned in the business plan and investments?
6. Is the available infrastructure is sufficient to meet the business growth planned by company?
7. Is any additional investment needs to be procured from the banks or venture capitalists?

The following table provides the reviews and decisions which leads to business plan refinement.

|  |  |  |  |
| --- | --- | --- | --- |
| **Area of Business** | **Review frequency** | **Decisions** | **Decision Maker(s)** |
| Company Strategy, Growth | Quarterly | Services expansion, Growth & planning | CEO  General Manager |
| Investments, Capacity planning | Half yearly | Investment plans, staff planning, Technology advancement | CEO |
| Sales and Marketing | Quarterly | Sales target, growth, new customers | Director of Marketing & sales |
| Finance review | Quarterly | Revenue, margins, improvement areas | Director of Finance and Operations |