



# **VMBO Workshop Stockholm**

## **e3-Value Business Plans**

Wim Laurier, Geert Poels  
Ghent University, Belgium

# Outline

1. Business Plan
2. e3-Value
3. e3-Value for Business Plans
4. Current & Future Research

Business Plans and structure

# **BUSINESS PLAN**

# Business Plan

- Competition for Investor Attention
- Template:
  - Executive Summary
  - Body:
    - Business, Market and Product
    - Organization & Management
    - Marketing & Sales
    - Implementation Planning
    - Financial Management
  - Glossary
  - Appendices

# Business Market & Product

- Business
  - Description & Vision
  - Competition: Porter's Five Forces
- Market
  - Qualitative: e.g. Target Customers
  - Quantitative: Price & Quantity (e.g. Market Share)
- Product
  - Qualitative: e.g. Customer Needs
  - Quantitative: Cost & Profit

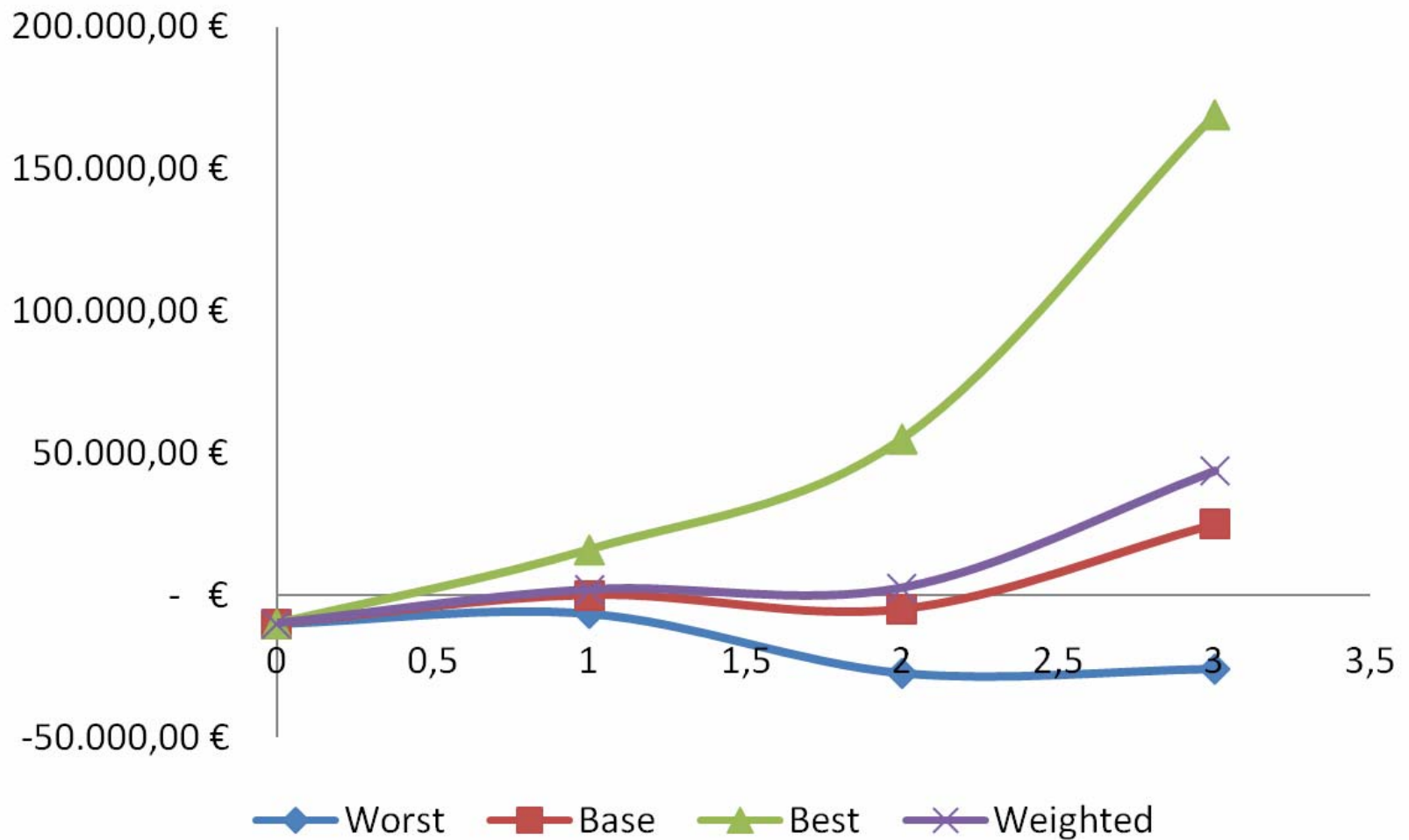
# SWOT

	Positive	Negative
Internal	Strength	Weakness
<i>External</i>	<i>Opportunity</i>	<i>Threat</i>

# Financial Management

- Cash Flow Statement
  - Evolution: Months & Years (e.g. e3timeseries)
  - Sensitivity: Best, Base, Worst Case
- Balance Sheet
  - Evolution: Years
  - Sensitivity: Base Case
- Income Statement
  - Evolution: Years
  - Sensitivity: Worst Case

# Cashflow Statement

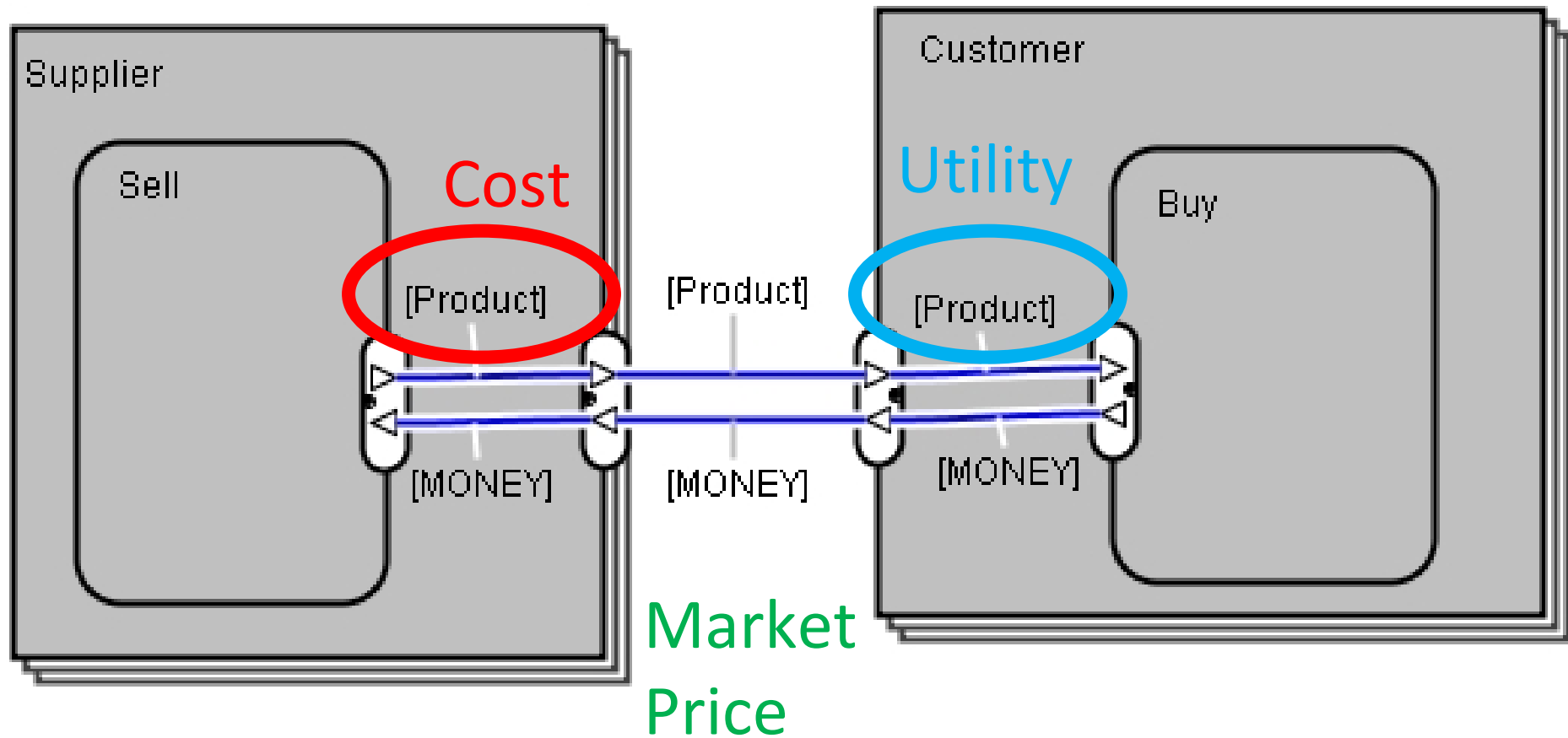




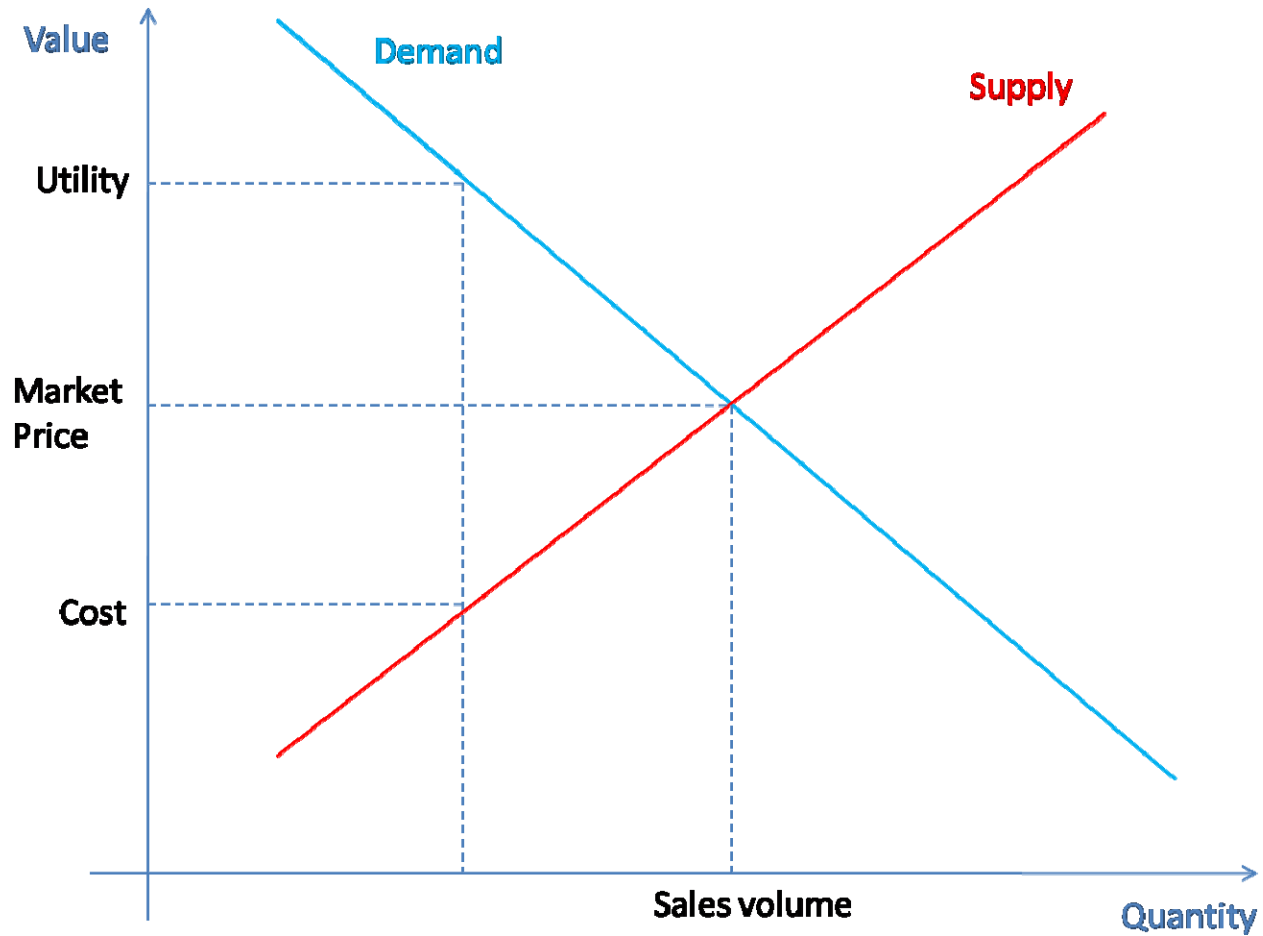
What is already available in the e3-value

**E3-VALUE**

# e3-Value: Sell & Buy



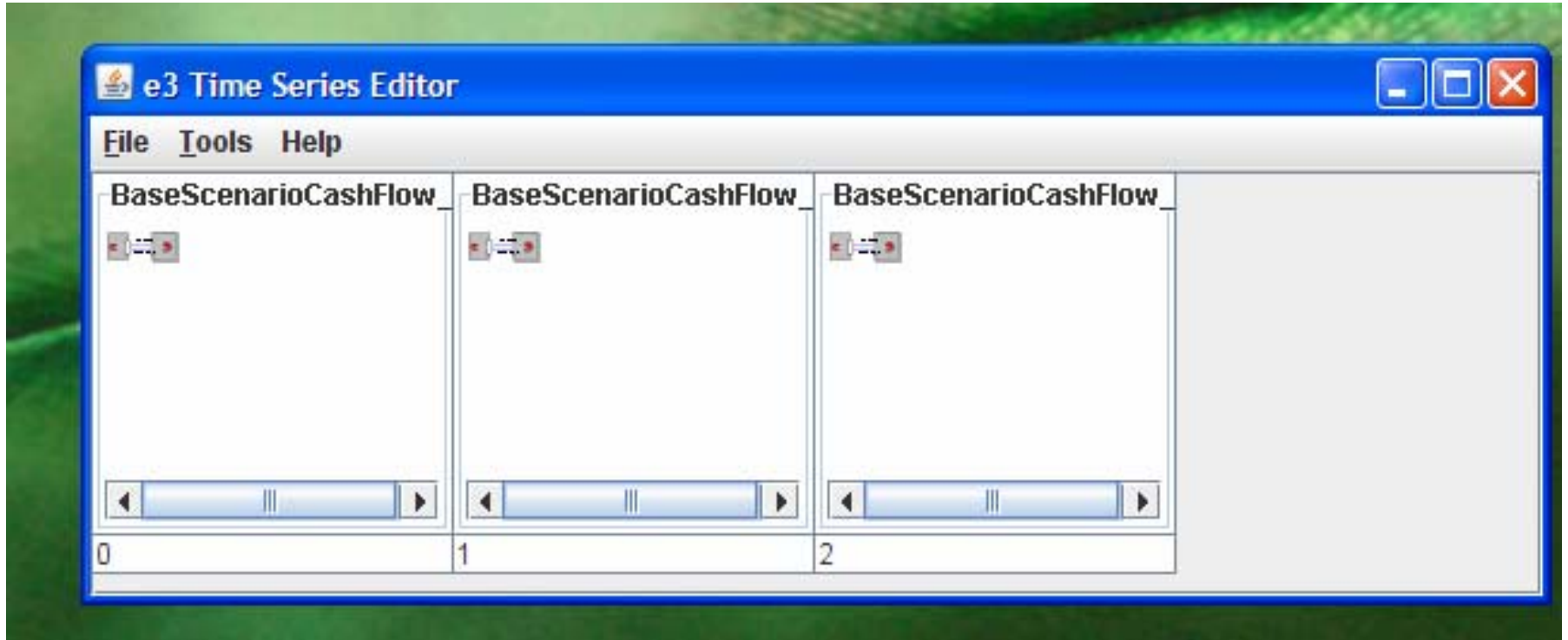
# Supply & Demand



# Game Theory

		Customer					
		Quantity +10		Quantity 100		Quantity -10	
Supplier	Price +10		-1100		-1000		-900
		+2100	+1000	+1000	0	-100	-1000
	Price 100		0	10 000			0
		+1000	+1000			-1000	-1000
	Price -10		+1100		+1000		+900
		-100	+1000	-1000	0	-1900	-1000

# e3-Value: Business Model Evolution



# e3-Value Tools

- e3editor
  - Business, Market & Product
    - Unique Selling Proposition
    - Strategic Partners
    - Distribution & Acquisition
  - Financial Management
    - Cashflow Statement: One Timeframe
- e3timeseries
  - Business, Market & Product
    - Evolution in Time: Changing Quantities
    - Evolution in Time: Changing Business Model
  - Financial Management
    - Cashflow Statement: Multiple Timeframes (Discounted)

How can e3-Value tools support entrepreneurs

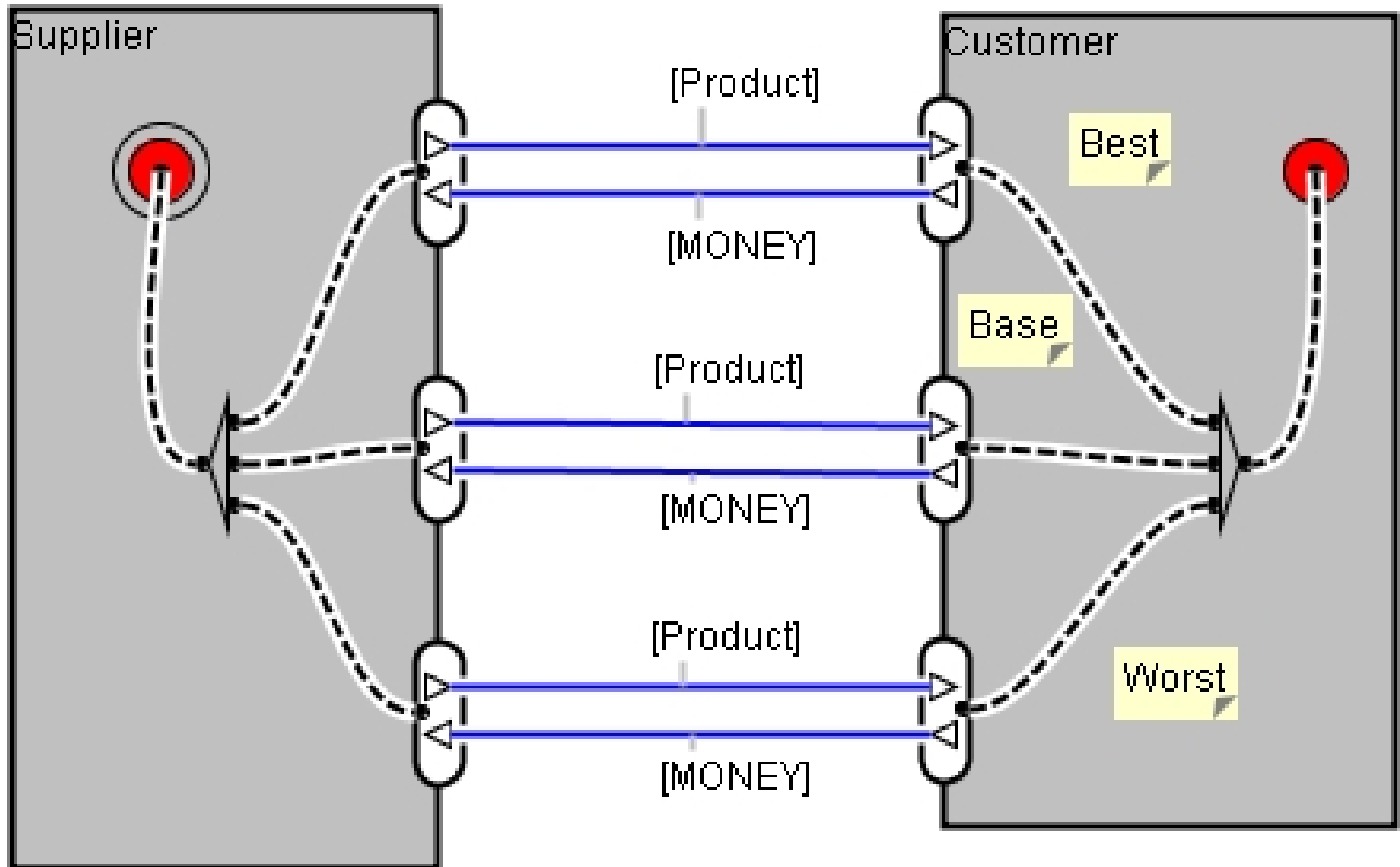
# **E3-VALUE FOR BUSINESS PLANS**

# Not (yet) supported by e3-Value

- Cash Flow Statement
  - Cash flow: e3editor
  - (Discounted) Cash flow evolution: e3timeseries
  - Cash flow sensitivity
- Projected Annual Accounts
  - Balance Sheet
  - Income Statement



# Cash Flow Sensitivity Pattern

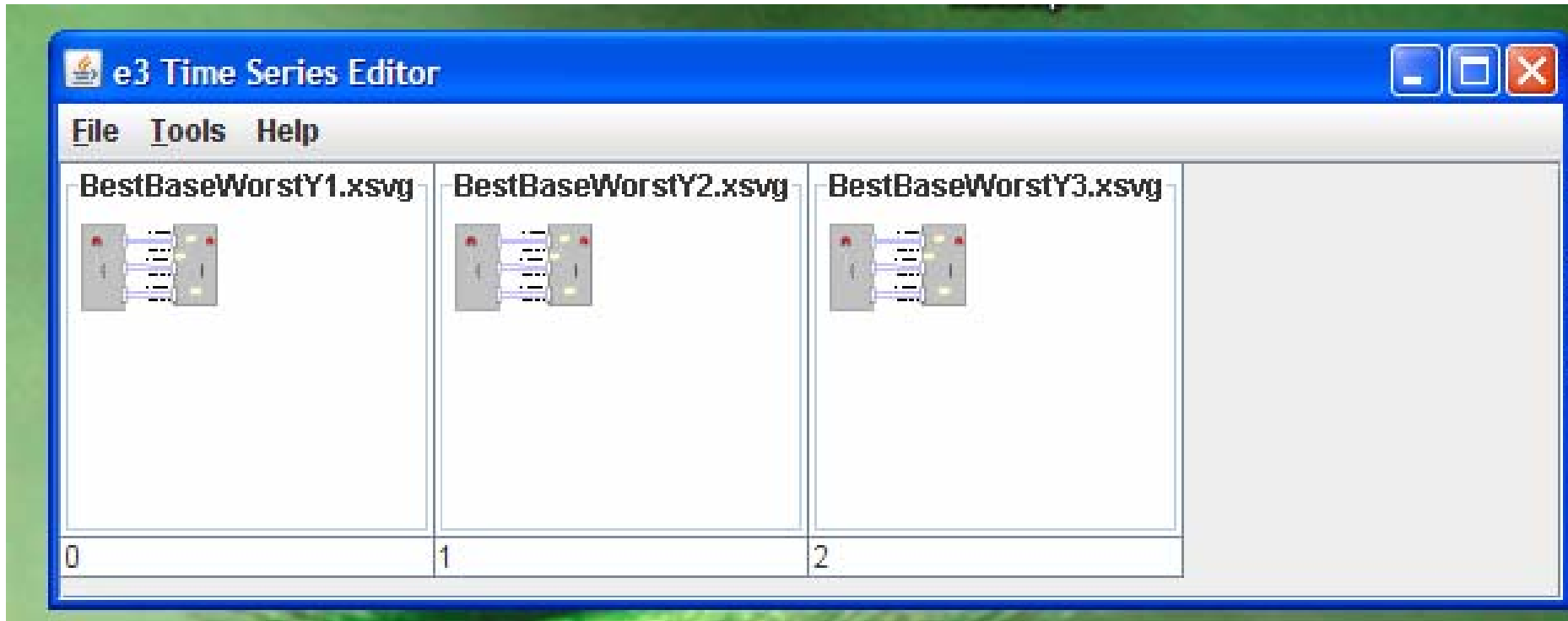


# Cash Flow Sensitivity Pattern

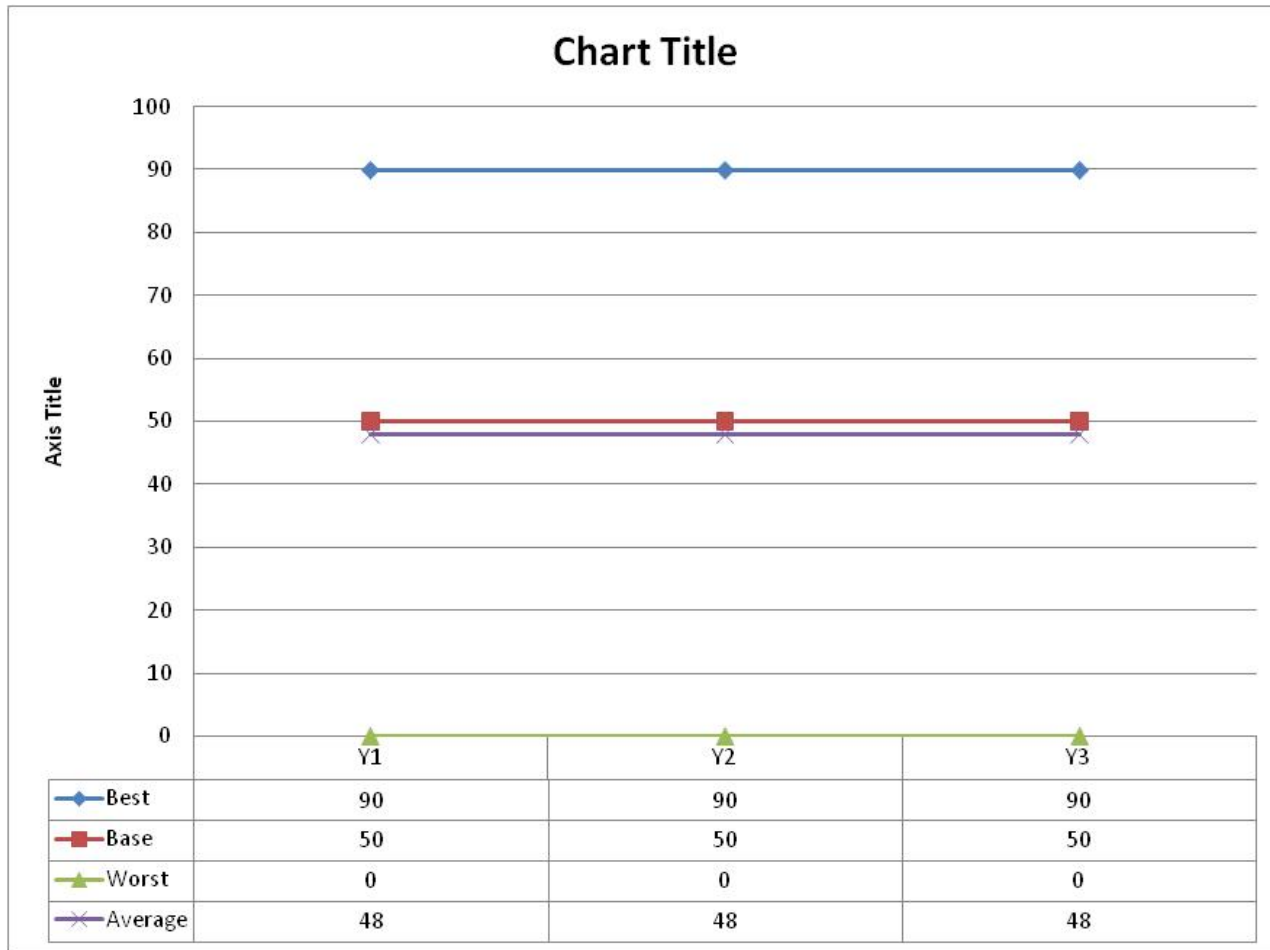
1	Value Interface	Value Port	Value Transfer	Occurrences	Valuation	Economic Value	Total
2	Base				0,6		30
3		vp74: Product	(all transfers)		0,6	150	90
4		vp75: MONEY	ve80		0,6	100	-60
5	Best				0,2		18
6		vp12: Product	(all transfers)		0,2	190	38
7		vp13: MONEY	ve18		0,2	100	-20
8	Worst				0,2		0
9		vp88: Product	(all transfers)		0,2	100	20
10		vp89: MONEY	ve94		0,2	100	-20
11							
12	INVESTMENT						0
13	EXPENSES						0
14	total for actor						48
15							

# Evolution Scenarios

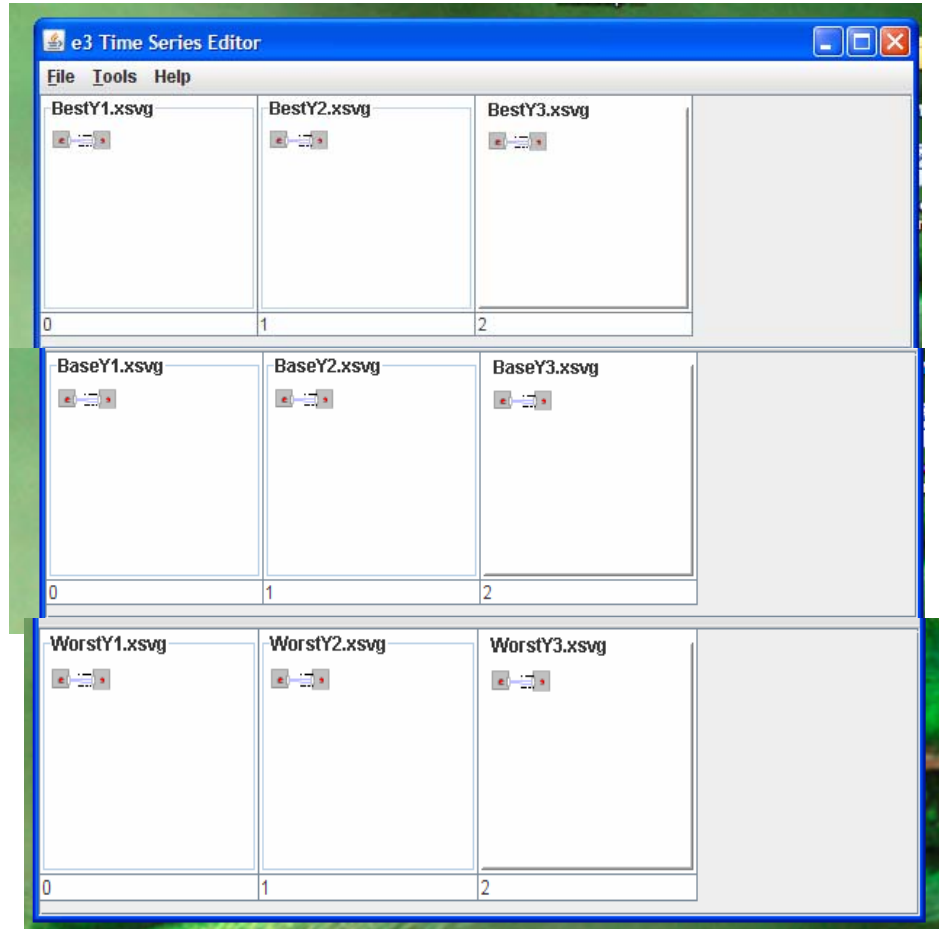
[Excel Sheet](#)



# Evolution Scenarios



# Cash Flow Sensitivity Tool



Business plan construction

# **CURRENT & FUTURE RESEARCH**

# Research

- Current Research
  - CRM Model
  - CRM campaign Simulation
  - Business Plan Pattern Language
- Future Research
  - Business Model Pattern Language
    - Business Model Construction
      - Good, Best & Worst Practices
      - Complement to Control Pattern Catalogue (Kartseva, Gordijn, Tan 2009)

?