BPP Vietnam Green Recovery Application Business Plan Template

About the Business Plan

The Business Plan is submitted as part of the full application for the BPP Call for Partnerships. The Business Plan sits alongside the:

* SmartyGrants form
* Budget and Workplan

Format of the Business Plan

The business plan should be submitted in PDF format with a maximum one-page executive summary and plan not exceeding 15 pages. Business plans should be concise, include quantitative information where possible, and provide evidence of key assumptions. The following provides a template including prompts for key information that would be helpful in each section.

BPP Business Plan Template

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EXECUTIVE SUMMARY

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Application number:

Initiative title:

Partner names:

Executive Summary

The executive summary should explain your proposed initiative’s purpose, business model and partnership in no more than ONE page.

1: PURPOSE

Briefly describe what your proposed initiative aims to achieve. What is the reason for the project? What does it seek to do?

Example: This partnership aims to provide affordable and reliable solar power units to remote rural households in [country/city] using a pay-as-you-go business model, improving rural households’ ability to generate income.

2: CHALLENGE

Describe the social, environmental, economic, or market challenges which the initiative hopes to address. Describe how business owners, employees, consumers, suppliers/producers or communities are affected by this challenge. Consider the market gap identified in relation to this challenge.

Include how addressing this challenge will support green recovery and contribute to climate mitigation or adaptation in Vietnam.

3: BUSINESS MODEL

**CUSTOMERS**

Who are the customers you need to make your business model work?*Your customers could be consumers, supply chain partners, internal staff etc. They may not be typical customers but if you need them to act to make your business model work then you should include them as customers in this section.*

* + **Qualitative:** Include a detailed description of the different customers you need to make your business model work
  + **Quantitative** / **Market analysis**: Please detail the broader markets that these customers make up including the size of the market. What evidence (market research, existing sales) do you have to support these assumptions?
  + Do women customers face particular barriers or constraints?

**SOLUTION**

Describe the product(s) or service(s) that your proposed initiative will provide in order to drive your business model.

* What proof do you have that the solution is right for your customers (for example research, existing sales)?
* How are you going to deliver your solution(s) at scale? What are your most effective channels for acquiring (reaching and selling products/services to) your target customer segments? What evidence can you show that you have the capability to deliver this solution at scale?
* What progress have you made to delivering your solution at scale?
* Competitive landscape: How does your product or service fit into its competitive landscape? Who are its competitors and how does your product or service’s unique value proposition position it to be successful in this competitive landscape?

**REVENUE**

Please provide detail about how and when funds will be generated by your initiative.

**Establishment funding -** If you need establishment funding, how much do you need and in what form? Where will this funding come from?

**Ongoing revenue -** What are your main sources of ongoing income for your initiative? When your initiative is running at scale: Where will income come from? How much income will be generated? Is this on a per product or service basis? (e.g. “we charge $2 for each t-shirt”)

What evidence do you have to prove that the revenue numbers you have put in your projections are credible? For example: existing sales, pre-sales commitments, agreements from funding partners, research, evidence of customers paying for similar products.

**Sustainability plan -** How will the initiative become commercially viable? Will additional investment be required to scale?

**Financial projections -**  Please provide a summary of your financial projections for the business or BPP business initiative. If possible (but not required), support this high-level summary with a profit and loss projection outlining initial funding and capital expenses, as well as ongoing revenue and cost assumptions across the 5 years. **See table below.**

**COST STRUCTURE**

*Note the Budget and Work Plan Template will include more details; this section should generally align with the costs in the initiative budget.*

* **Establishment costs -** What are the major one-off costs you will have in establishing this initiative?
* **Ongoing costs -** What are the ongoing costs that your initiative will have to cover to operate at scale? What evidence do you have to prove that the cost figures you have put in your projections are correct?

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| *Provide a summary financial projection for the business, initiative or unit related to the BPP. Initiatives are limited to 3 years, but please include years 4 or 5 to show the projected sustainability beyond the BPP term.* | | | | | | | | | | | |  | |
|  |  | | |  | |  | |  | |  | |  | |
|  |  | Year 1 | Year 2 | | Year 3 | | Year 4 | | Year 5 | |  | |
| **TOTAL REVENUE** *(total projected revenue earned through the relevant business unit)* | |  |  | |  | |  | |  | |  | |
| **TOTAL COSTS** *(total projected costs incurred by the relevant business unit)* | |  |  | |  | |  | |  | |  | |
| **NET PROFIT** *(projected profit - revenues minus costs - earned through the relevant business unit)* | |  |  | |  | |  | |  | |  | |
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| **BREAK EVEN PROJECTION** *(the point at which operating revenues are higher than operating costs. This point can extend beyond the timeframe of BPP funding and should be briefly described here)* | |  | | | | | | | | |  | |
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| **COMMENTARY ON PROJECTIONS (if any)** | |  | | | | | | | | |  | |
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**Other commercial benefits:** Are there other commercial benefits not captured above? If so, please describe. If possible, provide a quantitative estimate of those benefits.

4: SOCIAL AND ENVIRONMENTAL IMPACT MODEL

**ACTIVITIES**

Briefly describe the activities partners are planning to undertake in relation to the proposed initiative during the BPP funding period. Include activities to be funded by DFAT, as well as activities funded by the partner co-contribution. Please note the “Budget and Work Plan” includes a high-level work plan with key milestones so you do not have to repeat that level of detail in this section.

* Have you started delivering your impact activities yet? If so, what have you delivered to date?
* What are your plans to deliver on your impact model? What is the timeline and milestones to making your impact model a reality?

**RESULTS**

Briefly describe the results of the activities that are directly attributable to the activities proposed.

* Include the social, environmental and commercial milestones you will measure to track progress (e.g. # new jobs created, productivity improvements, increase in sales, # new underserved/low income customers with access to affordable products/services). If you are using the term “poor” or “low-income” please include the definition you are utilising.
* Include quantitative baseline of the impact of your current operations, and how many more consumers, employees, and supply chain workers will benefit from your BPP business initiative.

**IMPACTS**

Briefly describe the long-lasting social and environmental benefits or results from the initiative, for communities, consumers, employees and the company. Describe how the outcomes of the initiative help to address the identified challenge. What evidence do you have to show that your impact model is going to work?

* How are you measuring or planning to measure the impact you are having?
* What systems or practices do you currently have in place to measure the performance of your business/organisation? What systems or resources will you utilise to measure success of your BPP initiative? Do you need any additional support from BPP to do this?

*Example graphic (or utilize an alternative to summarise impact model)*

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| --- | --- | --- | --- | --- |
| *Hint: The SmartyGrants form will ask you to respond to the following questions. Please make sure these estimates are also included in your impact model in the business plan.*  **Who does your initiative intend to benefit? (initiatives may address one or more categories)** | | | | |
| **Consumers** | How many additional consumers do you expect to reach as a result of the BPP? | How many of these do you expect to be low-income consumers? | How many of these do you expect to be women? | How many of these do you expect to be people with disabilities? |
| **Employees** | How many additional employees do you expect to benefit from this initiative? | How many of these do you expect to be women? | How many of these do you expect to be people with disabilities? |  |
| **Businesses in your supply chain or communities** | How many people in your supply chain or community do you expect to benefit as a result of inclusive business practices in this initiative? | How many of these do you expect to be low-income? | How many of these do you expect to be women? | How many of these do you expect to be people with disabilities? |

5: PARTNERS

Why is partnership the right approach to provide this solution versus pursing independently or a contractual relationship?

Why can’t the partners do this independently without the BPP?

*Partner Summary (red text is for sample purposes only, please delete)*

*Please identify all major partners, including DFAT. Please use a quadrant for each partner. Explain who the partner is (type of organisation, domain of business activity), why the partner is important to the initiative, and what the partner will contribute to the initiative. Please describe partners in relation to the initiative, rather than their organisation or business activities more generally, and the direct role that they will have in implementation.*

For proposals with more than one partner (in addition to DFAT):

* Describe the BPP initiative management and governance structure
* Describe the relationship between the partners. Is the partnership new or existing? For existing partnerships how long have you been working together? Have any other projects been implemented together? How have you structured your collaboration (i.e. formal agreement, informal coordination)?
* For new partnerships, what negotiations/discussions have taken place so far? How did the idea to work together come about?

How can DFAT add value to this BPP initiative in addition to their financial contribution?

6: ADDITIONAL BENEFIT STREAMS

In addition to the core social impact generated through your business model and described above, you may also seek to create social impact in other ways. Use this section to describe additional benefits of your proposal not covered in the business model above.

Common additional benefit streams include Gender and Social Inclusion and Environmental impact. See below for short descriptions of these areas of impact.

**GENDER AND SOCIAL INCLUSION IMPACT**

Gender and social inclusion should be integrated into your core impact model as relevant. This section describes any additional ways in which your BPP business initiative could drive further impact and describe how these strategies will benefit your business.

There are five areas of inclusive and equitable business practices that you could consider in this section. Please note that you do not need to address all five areas.

* **Workplace practices**: Describe any strategies you will use to create an inclusive and equitable workplace.
* **Procurement practices**: Describe any strategies you will use to create opportunities for minority groups, women, LGBTQ+, youth, persons with a disability, or suppliers in the informal sector to equitably access business, training and development opportunities in your supply chain.
* **Products and services:** Describe how your products and services and sales models have been designed to benefit the well-being of underserved groups such as low-income women or people with a disability.
* **Communications:** Describe how your business communications and marketing materials will challenge stereotypes, social norms and attitudes towards the role of women and marginalised groups.
* **Safeguarding Practices**: Describe how your business will ensure that its products, services, supply chains, and workplaces will be safe for workers, suppliers and customers.

*Please refer to the Additional Guidance for* [***Gender and Social Inclusion document on the BPP website***](https://thebpp.com.au/gender-equality-and-social-inclusion/) *for more examples in each of these categories and information on the BPP approach.*

**WIDER SYSTEM IMPACT**

What wider benefits beyond the business might be created by this initiative (if any); e.g. improved policy, improvements in sector performance, influence on other similar businesses in the sector, investment in local communities etc.?

**ENVIRONMENTAL IMPACT**

In addition to the outcomes described in your impact model, are there other ways in which your initiative will contribute to climate mitigation or adaptation in your company, industry or community?

7: PROJECT AND PARTNERSHIP RISKS

This section should describe the main risks which could affect the initiative, and ways in which the risks will be mitigated. This can be presented in table or narrative format.

Risks may include:

* Market risks and commercial/business model factors
* Environmental risks
* Social impact risks and risk to people in the business (with a focus on women, people with disabilities, other marginalised groups)
* Partnership including organisational capacity and resources, ways of working and governance