

Executive Summary

Opportunity

Problem

Summarize what you wrote in the Problem Worth Solving section. What is it that your customers need and cannot find elsewhere? Even if your business isn't unique, highlight the key reasons why your business needs to exist. Perhaps your location is unique or your pricing strategy is different than that of your competitors.

Note that we strongly recommend writing the executive summary last, after you've had a chance to work out the details in the rest of the plan.

Solution

Summarize what you wrote in the Our Solution section including how the project meets visitor demand that is currently not serviced.

Market

Summarize what you wrote in the Target Market chapter. Provide a brief description of your ideal customer and how you will attract visitation.

Competition

Summarize what you wrote in the Competition section. What other options do your customers have to address their needs, and what makes your solution better for them?

Why Us?

Summarize what you wrote in the Company chapter. What is it about your company — your skills, experience, subject-matter expertise, business acumen, team, innovations, industry connections, key advisors, and so on — that makes you the right ones to take advantage of this market opportunity?

Expectations

Forecast

Summarize your financial goals including how the project will be financially sustainable after the grant funding has been used.

When do you expect to shift from construction phase to operations phase? What kind of revenue growth do you expect in the following years? What are the key metrics that you need to watch?

Your readers can see the detail of your projected financial statements later in the plan. Just use this topic to review the highlights of your forecast and encourage your reader to want to learn more about your company.

Financial Highlights by Year

You may wish to include a table highlighting the financial year highlights

Financing Needed

Summarize what you wrote in the Financing section. How do you plan to fund the project? What other sources of funding are available to you? How much funding are you requesting?

Opportunity

Problem & Solution

Problem Worth Solving

Describe the key problem or unmet need that your project will address. Explain why South Australia needs your particular tourism operation and how will the project contribute to driving tourism to the state.

If your project will do something new and different, explain why the state needs your innovation & project. What is it about the existing solutions that is subpar? How can your project overcome this?

Our solution

Explain how your company will address the problem you identified above. What will you offer, and how does the project meet visitor demand that is not currently serviced?

You may wish to review Criterion 1 from the NBT Fund Guidelines and address this here as well as provide details on why you believe the proposal is sustainable.

Target Market

Describe your target market. Who is your ideal customer? How do you think your project will affect visitation to the area? How does the project meet visitor demand that is not being currently serviced?

Competition

Current alternatives

Describe the competitive landscape for your project. Do you have direct competitors — that is, others who provide the same sort of solution that may impact the success of your project? If so, describe who they are, what they offer, and why customers might choose them.

Our advantages

Identify your key advantages over your competitors and alternatives in your market. Why should customers choose your solution? Is it better somehow —, more conveniently located, backed by better customer service? Or is it a specialised solution that is better for a particular group of customers? How will your project be sustainable in the long term after grant fund has been utilized?

You may wish to break this section into further headings, for example:

- Experience
- Employment Opportunities
- Relationships

Execution

Project Plan

Project Scope

Describe the major aspects of your project and a detailed project plan.

Partners & Resources

Identify any qualified contractors or design consultants that are required to assist in the project. Describe their part in the project and the cost involved.

Regulatory Environment

You may wish to detail approvals & authorisations required, patents, licenses etc.

Risks & Mitigation

Discuss any notable risks that could prevent you from achieving the project goals.

For each what-if scenario you have identified, explain what you will do to mitigate and manage the risk. That may involve action to reduce the likelihood of the negative event occurring.

You may wish to demonstrate the risk assessment in a table format.

Risk	Severity	Risk Level	Project Phase	Mitigation/Solution	Responsibility
	Acceptable	Low	Planning		
	Tolerable	Medium	Engineering		
	Undesirable	High	Final Design		
	Intolerable	Extreme	Construction		

Milestones & Metrics

Roadmap/Project Phases & Impacts

Talk about your project, how your plan will look through the implementation journey. Describe how you plan to implement the project, how the project will fill a gap in the market and how you plan to roll out the project.

Milestones Table

You may wish to create a table with key milestones of the project including expected timeframes for completion.

Key metrics

Explain the key metrics of the project and what does success of the project mean.

The goal here is to keep your plan alive by tracking your actual results, identifying poor assumptions or weak performance as early as possible, and correcting course right away to keep your business on track. The first step is to get clear on which metrics are going to be the most important to watch closely.

Company

Overview

Company history

Tell the story of your company so far. If it's a newer business, what have you done so far, and what kind of traction have you gotten in the marketplace? If it's a longtime business, who started it, when and where, and what was the original product or service? What has changed since then? Talk about good years, bad years, new services, new locations, new partners. Highlight an important date or event that had an impact on the business. Show where the company started and how it got to where it is now.

If your company is still in the idea stage or is just getting started, you can just remove this topic from your plan.

Ownership & Structure

Use this area to specify who owns your company including identifying the legal structure. It may be beneficial to show this as a structure diagram, if too big you can reference it to the Appendix.

SWOT Analysis

The acronym stands for "Strengths, Weaknesses, Opportunities, and Threats." The idea behind this exercise is to describe your company's strategic position in those four areas. What are the greatest strengths and weaknesses of your company? Where do you see your most promising opportunities in the marketplace? What competitive threats do you need to avoid or overcome to take advantage of those opportunities?

Team

Management Team

List the members of the management team, including yourself. Describe each person's skills and experience and what they will be doing for the company. How do they make your team stronger? Do they have previous experience in delivering or operating a similar project? Do they have experience starting or managing other small businesses? What are the technical competencies of the individuals and how these competencies can be applied to the proposed project to deliver it successfully?

Accreditation

List any accreditations that may be relevant for the project and provide proof of these accreditations in the Appendix.

Advisors

Describe any mentors, investors, industry or subject-matter experts, knowledgeable friends or family members, small-business counsellors, or others who can help you as a business owner. If you have an important question or a new business challenge, who will you turn to for advice? What makes them a good resource for you and your company?

Financial Plan

Forecast

Key assumptions

Describe how you came up with the values in your financial forecast. How did you project the construction costs? What research was used to build the construction forecasts? At what point will the construction phase finish and the operation phase commence?

For the operation phase, how have you projected revenue assumptions? How did you determine the estimated visitors? What growth are you assuming? What are your key operational costs? How have you estimated the point in which the project will become profitable? What level of profit do you expect to generate?

Your readers can see the full forecast detail in your plan. Use this space to detail the story behind the numbers. How do your financial projections reinforce your sense that this is a strong business opportunity and one worthy of investment? How do the numbers ensure the sustainability of the project?

Ensure your key assumptions are detailed and financially sound and are able to demonstrate the ongoing viability beyond the grant phase.

Revenue by Month

Once your forecasts are built, you may wish to add a summary table showing revenue per month. The full three year (minimum) profit and loss, cash flow and balance sheet projections will form part of the Appendix.

Expenses by Month

Once your forecasts are built, you may wish to add a summary table showing expenses per month. The full three year (minimum) profit and loss, cash flow and balance sheet projections will form part of the Appendix.

Net Profit (or Loss) by Year

Once your forecasts are built, you may wish to add a summary table showing net profit (loss) by year. The full three year (minimum) profit and loss, cash flow and balance sheet projections will form part of the Appendix.

Financing

Source of Funds

Describe your financing plans. Are you investing your own money in the project? Are you considering private commercial funding or leveraging funding from other sources?

As per the NBT Fund Guidelines, you will need to ensure:

- There is ability to manage the costs of the project, with grants being paid in arrears (reimbursement basis) rather than in advance
- There is adequate funds to meet the costs of any ineligible expenditure associated with the project

If you have obtained confirmation of any funding from other sources, please detail this here and include and formal documentation confirming the contributions as part of the business case.

Include the overall project capital expenditure.

Statements

Projected Profit and Loss

	FY2021	FY2022	FY2023
Revenue			
Direct Costs			
Gross Margin			
Gross Margin %			
Operating Expenses			
Total Operating Expenses			
Operating Income			
Interest Incurred			
Depreciation and Amortization			
Gain or Loss from Sale of Assets			
Income Taxes			
Total Expenses			
Net Profit			
Net Profit / Sales			

Projected Balance Sheet

	FY2021	FY2022	FY2023
Cash			
Accounts Receivable			
Inventory			
Other Current Assets			
Total Current Assets			
Long-Term Assets			
Accumulated Depreciation			
Total Long-Term Assets			
Total Assets			
Accounts Payable			
Income Taxes Payable			
Sales Taxes Payable			
Short-Term Debt			
Prepaid Revenue			
Total Current Liabilities			
Long-Term Debt			
Long-Term Liabilities			
Total Liabilities			
Paid-In Capital			
Retained Earnings			
Earnings			
Total Owner's Equity			
Total Liabilities & Equity			

Projected Cash Flow Statement

	FY2021	FY2022	FY2023
Net Cash Flow from Operations			
Net Profit			
Depreciation & Amortization			
Change in Accounts Receivable			
Change in Inventory			
Change in Accounts Payable			
Change in Income Tax Payable			
Change in Sales Tax Payable			
Change in Prepaid Revenue			
Net Cash Flow from Operations			
Investing & Financing			
Assets Purchased or Sold			
Net Cash from Investing			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
Net Cash from Financing			
Cash at Beginning of Period			
Net Change in Cash			
Cash at End of Period			

Appendix

Profit and Loss Statement (With monthly detail)

FY2021	July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21
Total Revenue												
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Total Direct Costs												
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Gross Margin												
Gross Margin %												
<hr/>												
Operating Expenses												
<hr/>												
Operating Income												
<hr/>												
Interest Incurred												
Depreciation & Amortization												
Gain or Loss from Sale of Assets												
Income Taxes												
Total Expenses												
Net Profit												
Net Profit / Sales												
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	FY2021	FY2022	FY2023
Total Revenue			
Total Direct Costs			
Gross Margin			
Gross Margin %			
Operating Expenses			
Operating Income			
Interest Incurred			
Depreciation and Amortization			
Gain or Loss from Sale of Assets			
Income Taxes			
Total Expenses			
Net Profit			
Net Profit / Sales			

Balance Sheet (With Monthly Detail)

FY2021	July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21
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Cash

Accounts
Receivable

Inventory

Other Current
Assets

**Total Current
Assets**

Long-Term
Assets

Accumulated
Depreciation

**Total Long-
Term Assets**

Total Assets

Accounts
Payable

Income Taxes
Payable

Sales Taxes
Payable

Short-Term
Debt

Prepaid
Revenue

**Total Current
Liabilities**

Long-Term
Debt

**Long-Term
Liabilities**

Total Liabilities

Paid-In
Capital

Retained
Earnings

Earnings

**Total
Owner's
Equity**

**Total
Liabilities &
Equity**

	FY2021	FY2022	FY2023
Cash			
Accounts Receivable			
Inventory			
Other Current Assets			
Total Current Assets			
Long-Term Assets			
Accumulated Depreciation			
Total Long-Term Assets			
Total Assets			
Accounts Payable			
Income Taxes Payable			
Sales Taxes Payable			
Short-Term Debt			
Prepaid Revenue			
Total Current Liabilities			
Long-Term Debt			
Long-Term Liabilities			
Total Liabilities			
Paid-In Capital			
Retained Earnings			
Earnings			
Total Owner's Equity			
Total Liabilities & Equity			

Cash Flow Statement (With Monthly Detail)

FY2021 July '20 Aug '20 Sept '20 Oct '20 Nov '20 Dec '20 Jan '21 Feb '21 Mar '21 Apr '21 May '21 June '21

**Net Cash Flow
from Operations**

Net Profit

Depreciation &
Amortization

Change in
Accounts
Receivable

Change in
Inventory

Change in
Accounts
Payable

Change in
Income Tax
Payable

Change in Sales
Tax Payable

Change in
Prepaid
Revenue

**Net Cash Flow
from Operations**

**Investing &
Financing**

Assets
Purchased or
Sold

**Net Cash from
Investing**

Investments
Received

Dividends &
Distributions

Change in
Short-Term Debt

Change in
Long-Term Debt

**Net Cash from
Financing**

Cash at
Beginning of
Period

Net Change in
Cash

**Cash at End of
Period**

	FY2021	FY2022	FY2023
Net Cash Flow from Operations			
Net Profit			
Depreciation & Amortization			
Change in Accounts Receivable			
Change in Inventory			
Change in Accounts Payable			
Change in Income Tax Payable			
Change in Sales Tax Payable			
Change in Prepaid Revenue			
Net Cash Flow from Operations			
Investing & Financing			
Assets Purchased or Sold			
Net Cash from Investing			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
Net Cash from Financing			
Cash at Beginning of Period			
Net Change in Cash			
Cash at End of Period			