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Jobbox Business Plan

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Jobbox liiketoimintasuunnitelma

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Tämän opinnäytetyön tavoitteena on pohtia ensin teoreettisesti liiketoimintasuunnitelman suunnittelua, rakennetta ja sen laatimista. Tämän jälkeen tehdään realistinen liiketoimintasuunnitelma Jobboxille. Opinnäytetyön ydin tarkoitus on pohtia toimiva, realistinen ja kannattava liiketoimintasuunnitelma ja varmistaa sen toimivuus työelämässä.

Liiketoimintasuunnitelma laaditaan Jobbox nimiselle nettisivulle ja sitä pohditaan myös teoriittisesti osana opinnäytetyötä. Liiketoimintasuunnitelman lisäksi laaditaan markkinointisuunnitelma, jotta suunnitelmasta tulisi luotettavampi. Liiketoimintasuunnitelmassa laaditaan tarvittavia investointilaskelmia ja budjetteja, jotka auttavat toimeksiantajaa hahmottamaan realistiset kustannukset liikeidealle. Laaditaan myös haetulle vieraalle pääomalle takaisinmaksuaika laskelmia, jotka auttavat rahoittajia hahmottamaan takaisinmaksuaikaa haetulle summalle.

Jobbox on nettisivusto joka tarjoaa asiakkailleen työilmoituspalvelua. Nettisivusto ei ole avattu vielä, mutta sivut pyritään avaamaan kesällä 2013. Jobbox tarvitsee vielä ulkopuolisia rahoittajia liikeidean toteuttamiselle. Jobboxin visio on tuoda markkinoille yksinkertainen ja helppokäyttöinen työilmoituspalvelu, joka palvelee työnhakijoiden ja työnantajien kaikkia tarpeita.

Al-Shanin Abir, Beauregard Tomas

Jobbox business plan

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The target of this thesis is to theoretically ponder how to write a successful business plan and how it will be built, designed and composed. These methods will be used to build a successful business plan for an internet job advertisement service called Jobbox. The meaning of this thesis is to write a realistic, functional and profitable business plan and make sure it works in working life.

A marketing plan will be also added to make the business plan more reliable. The business plan will include needed investment calculations and budgets, which help the client to grasp the realistic expenses for the business idea. Pay back calculations will also be made to the loan from bank or investors, which help the investors to perceive the repayment time for the loaned amount.

Jobbox is a website that offers their customers job advertisement service. The website has not opened yet but is targeted to open in the summer of 2013. Jobbox is also looking for external investors to invest in the company for the business idea to move forward. Jobbox's vision is to bring a simple minded and easy-to-use job advertisement service to the markets, which serves all of the needs and demands of the employers and employees.

Keywords: Jobbox, job advertisement service, website, business idea, business plan, planning, expense table

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1 Introduction

The subject of this thesis is to theoretically go through of how to write a successful business plan and also to compose a realistic full scale business plan for a job advertisement service called Jobbox. Also the implementing, planning and complement of the business plan will be carefully pondered. The business plans literature used will be from the proper subject field and the origins will be carefully marked.

In this thesis the business plan will be designed and developed for Jobbox and it will include exact budget costs and a marketing plan. The thesis will have accurate investment calculations for the website and will also include all of the fixed and variable costs. Investment calculations will be included in the business plan and the marketing plan. The business plan will have detailed knowledge, of how the used funds for the establishing the company will be turned to triple amount of profit in different time periods.

The website costs must be taken into account in the preparation of the investment calculations because the website is a job advertisement service which includes graphical design. These graphic designing can cost more than an ordinary website, as the cost increase by the size of the encoding. The website creation cost of the site shall be increased according to the wishes of the founder. The business plan, as well as website creation cost calculations must be completed not later than 30.3.2013, as Jobbox website will be opened in June. From the request of the client we will provide him with a separate marketing plan, which must be completed by 15.04.2013. The marketing plan will be later added to the business plan, as it is an important part of the business plan.

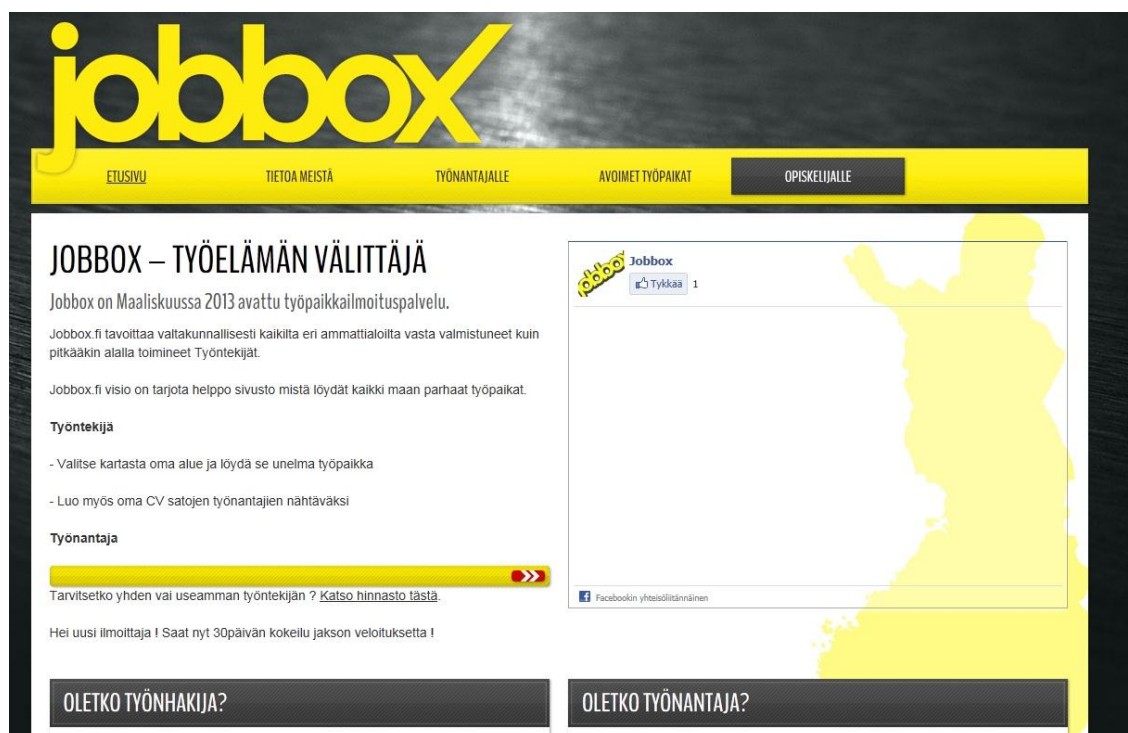
2 Target company

Jobbox is a website under development, which is still a business idea of the founder. Jobbox website is developed continuously as we speak. Jobbox's business idea has changed from the beginning. In the beginning the idea was to supply and rent employees for employers but the idea was changed to passing on employees, this made the business idea more competitive and unique.

Jobbox websites business concept is currently targeted in offering job recruiting service that provides all employers the chance to leave their job advertisement ad on the website. The service will be chargeable for employers and free for employees.

Jobbox website is improved continuously and will follow the trends of the industry. Jobbox websites graphic design is also under constant upgrades. Jobbox's founder has precise graphic

designs and services, which he wants to add to the website. The thesis will include detailed cost tables for the graphic designs and services. The website must include tables and calculations for the costs of graphic designs, which gives a more accurate cost table for the website.



Picture 1: Jobbox website at the moment

3 Theoretical part for the thesis

3.1 Reasoning for establishing the company and the business plan model

The business plan is a written document prepared by the entrepreneur or consultants that describes all the relevant external and internal elements involved in starting a new venture. It is often an integration of functional plans such as marketing, finance, manufacturing, and human resources. (Hisrich, Peters, Shepherd, 2010, 189)

The business plan will include all of the reasons that the company founder's view in favor of the establishment of their company. These reasons can be market-based reasons, which include market conditions, growing markets / known growth in demand. This can be a good reason for starting up a business, because it is easy to get into the emerging market business since its sales do not necessarily take away from anyone. Another reason may be the operating environment and the changes taking place. Competitive advantage of the company may be one reason for the establishment. The establishment of a competitive advantage for

the company is to assume that it will reach the market and will be able to stay there too. Competitive advantage can be either temporary or permanent. Also reasons for the establishment of the company can be the founder's expertise in the field of knowledge, relationships with customers or the strength of the economic resources. (Holopainen & Levonen 2003, 53; Hoffren 2006, 13)

When you set up a company the business idea must be evaluated. Business idea model is a good tool for perceiving the business. In the business ideal model you must first perceive the company's existence and what benefit does it offer for the customers? Also with this you can perceive what problems of the customer can be removed with the model's existence or what necessities are satisfied. Business idea model compiles the company's image, in other words what image does the company want to set for its customers.

The company's customers as known as segments must be limited and defined to know which customer group the business idea will serve well. (Raatikainen 2006, 39)

Before starting up a company it is wise to gather questions about the company's habits. For example:

- Company's operational "motto" and it's core value
- Company's typical operations
- Company's marketing and product development
- Company's product pricing
- Company's financial management
- Company's leading habits

Also when establishing a company the resources need to be thought true carefully in all ways physically, financially and spiritually. The company's physical resources are in the environment, policy framework, company's machinery and equipment. Financial resources are the company's assets, liabilities and deposits. Intellectual resources of the entrepreneur are the staff, skills, attitudes, motivation as well as the energy level. (Holopainen & Levonen 2003, 53, Sutinen & Viklund 2005, 56-57)

When writing reasons for starting up a business must the founder state justification in the business plan for those solutions of the business, which are prohibited in the business idea. For example why this customer group, why these products and services, why to function like this, what resources to start with, why this company form, why this location et cetera. (Hoffren 2006, 17)

3.2 Business idea to a business plan

When starting up a business or if you have a business idea, which could be profitable and competitive it is important to make a business plan. (Ruuska, Karjalainen, Johansson 2001, 4). The business ideas noticeable targets are customer needs, company's products or services and also competitive advantage. The needs of the customer must be thought through carefully and think about how to satisfy them. (Viitala, Jylhä 2006, 51). The business plan helps the company to design the internal and external plan. The business plan is the entrepreneur's helpful tool when presenting the business idea to investors, stakeholders or insurance companies. (Rattikainen 2011, 38)

The business plan answers the most important questions, which I need in implementing a business idea. The business plan includes which products and services do customers need in the present and in the future? What are the target groups of the company? To whom do we market our products and services for? What does our company offer our clients? What products and services does it offer, which serves the need of the client? What kind of image do we want to set for others? The business plan also includes, what kinds of investments should be done? How many employees will be needed to implement the business idea? How to organize the whole company? And the most important question that the business plan answers, is the company profitable?. (Ruuska, Karjalainen, Johansson 2001, 4)

The next figure clarifies the journey from business idea to a business plan, which has the important questions. The figure is drawn from the business activity knowledge book.

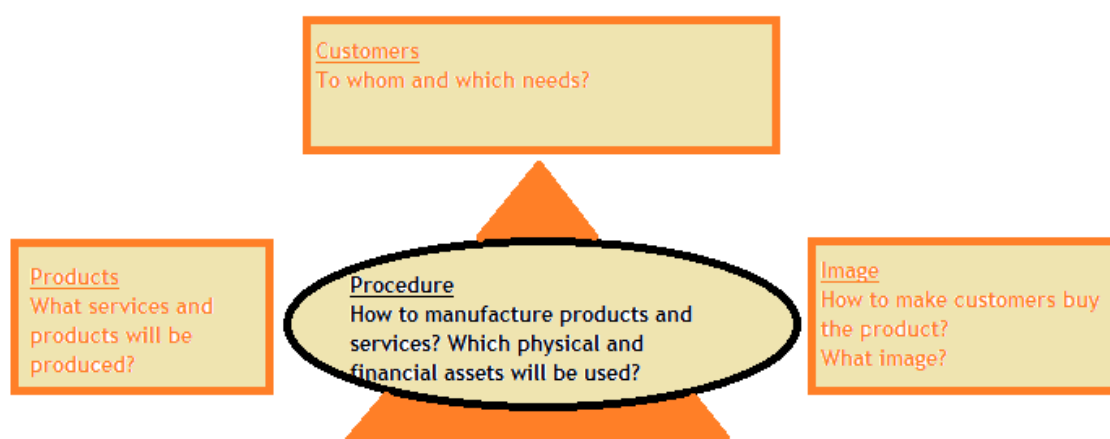


Figure 1: From business idea to business plan. (Viitala, Jylhä 2006, 52)

The questions in the figure are directional questions, which help in the business activity planning phase. A start up company gets acquainted in making a business plan and how to

present it to investors, stakeholders and insurance companies. A start up company focuses in parts of the business plan which are specifying and limiting the business idea and allocation of the resources and assets. (Kinkki 2002, 233 & Ruuska, Karjalainen, Johansson, 4). Company which is already set up concentrates on updating the business plan and changes the strategy depending on the company's functionality and current state.

3.3 Planning

Business plan is a document for the company, which helps the company in funding stages and in the future. When making a business plan all of the things which will be carried out using the business idea, must be observed and listed down. It's also very important to define all of the things, which will not be executed during business operations.

The most important part of the business plan is the profitability of the business idea. Profitability does not mean that you must sell to huge customer groups or to spend all of the companies' resources to sales and order processes.

The second measure of good or bad in a business plan is realism. You don't get points for ideas that can't be implemented. For example, a brilliantly written, beautifully formatted, and excellently researched business plan for a product that can't be built is not a good business plan. The plan that requires millions of dollars of investment but doesn't have a management team that can get that investment is not a good plan. A plan that ignores a fatal flaw is not a good plan. (8 factors that make a good business plan)

3.4 Content of a business plan

When it comes to a business plan format, there are ten basic elements that must be covered when writing a business plan. The standard contents of a business plan includes an overview, executive summary; general company description; the opportunity; industry and market; your strategy; the team; a marketing plan; operational plan; financial plan and an appendix. While there are no hard and fast rules for the the format of a business plan, this breakdown is generally accepted as standard. (Business plan format guide)

While some people think you don't need a business plan to start your own business, research has shown that having a business plan greatly contributes to the success of your venture. A business plan won't automatically make you a success, but it will help you avoid some common causes of business failure including under-capitalisation or the lack of an adequate market. (business plan format guide)

Business plan should not exceed the length of 30 pages. These pages must cover all dimensions of the company. It must be compact and go forward with a logical flow. (Kinkki 2002, 235). Business plan is an important tool for entrepreneur and its interest groups, because it helps to develop the companies operations and it helps to plan ahead. With help of the business plan the company can later view how it got the idea from scratch all the way to implementation. This really helps the companies to develop their business idea to a better direction. The next figure is sketched using the book and style from Finnvera's book "miten laaditaan hyvä liiketoimintasuunnitelma".

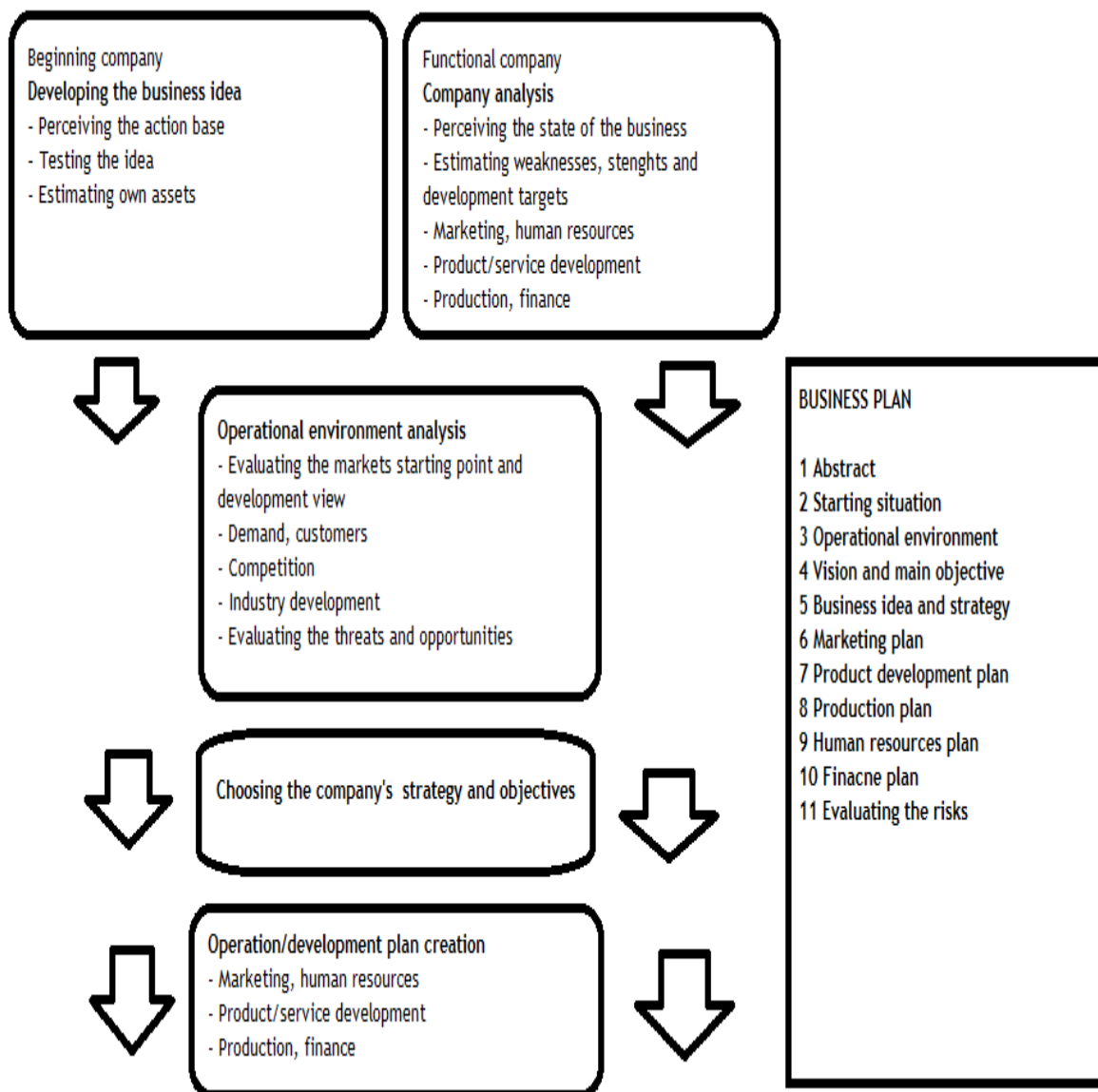


Figure 2: Business plans content and phases. (Miten laaditaan hyvä liiketoimintasuunnitelma/business plan 2001, sisäkansi)

3.4.1 Abstract

The abstract goes through what kinds of methods were used while working, what does it include and what were the the results, without needing to read the whole text. The abstract is ment to indicate that the text is worth to read through. The abstract is written at the end of the job and it points out the most important parts of the text. (Wikipedia/abstract 2013, materiaali.osao/ verkko-opetus 2013)

3.4.2 Starting situation

The starting situation includes the basic knowledge of the company, the founders information and the birth of the business idea.

3.4.3 Operational environment and the development view

This chapter has the information about the company's development of the industry, demand, customers and competition. (liiketoimintasuunnitelman osa-alueet, 2013)

3.4.4 Vision and main objectives

Vision is a business idea that gives the answer to the question, why does the company exist? Vision indicates the field that the company operates in, determines the boundaries according to the most important associate or to a larger partner network.

Vision stars from customers and their needs. It determines the company's expenses in a long run. Vision keeps the company observant to environment changes, which can affect the company's operation requirements.

Vision is used constantly to find new ideas and it gives the opportunity to find suitable changes and to improve. (Hiltunen ym 2007, 29)

Company's vision is a long-term dream. It should not be achievable. That may sound ridiculous, but the objective is for your vision to always be just slightly out of your reach. It's what you constantly strive to attain, and it becomes your reason for being. Your mission is what you intend to become or accomplish. It should be challenging but achievable. (Company's vision)

3.4.5 Business idea and strategy

Setting up a business starts from the business idea. The idea may be old, already existing or it may be a new innovation. Idea of a company becomes a business idea when there is a willing-

ness to become an entrepreneur. Business ideas can bring financial income and at the same time they can be interesting and challenging, but for each business idea which is meant to bring financial income must be composed a realistic business plan. "The business idea is a description of how to succeed in business in the selected operating field. In other words, the business idea defines how to earn money by implementing and using the business idea as a profitable operation." (Holopainen & Levonen 2003, 22).

Business idea responds to the three fundamental questions: what, to whom, and how? (Sutinen & Viklund 2005, 56) The business plan reflects the business idea marketing, products, services offered as well as the idea of the organization's business practices. It also describes the company as well as the comparative advantage compared to its competitors. (Holopainen & Levonen 2003, 22)

In entrepreneurship the strategy means that the principles that cope with the company's actions, which the company aims to succeed in customer markets and to survive the competition. (Viitala & Jylhä 2011, 69). The company uses the strategy they composed to accomplish their vision and their goals for the long run. (Hiltunen ym 2007, 36)

In the founding phase of the company the strategy areas are investment, product development, networking and making co-op relationships. Decisions must be also made about how the company's strategy will be set to place and how to act with it, this ensures that matters are dealt with correctly. The company's strategy eases the hands-on work and directing the company's resources. The concepts of strategy are very broad and companies don't use the whole strategy assortment for their advantage. The most common strategy concepts that companies use are values, business ideas, basic tasks or missions, objectives, goals and also the company's strategy positioning. (Viitala & Jylhä 2011, 69)

There are various strategy options. The strategy options are:

Best service strategy, when followed the company takes care of its services and the deliveries are fast and reliable. The company also follows accurately their customers' orders and agreements and reacts fast to the customer feedback. The company also measures the customer satisfaction regularly and oversees that the customer promises are kept.

Expense leadership strategy is that the company's service processes are standardized and accurately instructed, so that they can be done in the same manner without any unnecessary expenses. This strategy option does not include service individuality and tailoring. Self-service plays a big part in this strategy. This strategy options central aim is to pursue low expenses, so the supervision must be strict and focused on. This is how the add-on services are left for the customer to pay.

One strategy option is product differentiation strategy, which means broad product range. This strategy option means that the company brings new products and service solutions constantly to the market. Goes without saying that a small entrepreneur is not capable of doing this alone, but together with others in the same business network can produce innovative service solutions.

The last strategy is “following” others, which includes following competitors or the pioneers in the same branch of business and producing similar services, after the others has paid the “learning money”. This strategy is cost-efficient and it makes sure that the company’s own image does not get hurt from failed experiments. The reverse side of this strategy is that the entrepreneur does not invest anything in the function developing, which leaves the competition advantages and differentiation from others lacking. (Hiltunen ym 2007, 37-38)

Strategy includes the creation of the SWOT analysis. SWOT analysis name comes from the words strength, weakness, opportunities and threats. Strengths and weaknesses are inside the project, which is estimated compared to competitors. Company’s operational environment and future offer opportunities, but can also create threats. SWOT analysis is a common and useful way of estimating the company project as a whole, but its use limits the real strengths and the notification and knowledge of weaknesses.(Hoffren, 2006, 35)

By completing this analysis, you will have an excellent idea of how to align your strengths with the opportunities available, and you can prepare contingencies for dealing with identified weaknesses and industry threats. With this information, you can develop not only the marketing strategy portion of your business plan but also a blueprint to follow when you begin operations. (Fullen, Podmoroff, 2006, 97)

3.4.6 Marketing plan

The marketing plan is used as a tool in business. With it marketing can be targeted and more optimized and the objectives can be followed. With use of the marketing plan the company can add growth and markets. (Markkinointisuunnitelma 2013)

”Markets are everything else but a single solid and amorphous big hole, which products disappear in”. (Rope 2005, 60)

The problem with economical marketing terms is that different dealing grounds classify the markets to different groups with almost uncountable amounts. The most commonly used market classification contains the consumer marketing and company marketing.

Consumer marketing is a demand base created by single consumers. Company markets generally walk hand to hand with the companies demand base. (Rope 2005, 60)

Market base relates to markets and also to the market supply in other words competition base. Market base contains the next matters:

- Size of the market, it is easier to market more room for your company when there is plenty of customer potential when comparing to smaller markets. Also when there are clear and defined markets for the company, it is easier to determine the growth potential and the price solicitation on the markets.
- The markets similarity/differences, in other words when the markets look like almost equally alike it means that the marketers have failed to use affixing perpetrators.
- The markets stability/swaying, when the markets are steady and enduring it's a better base to estimate the potentials durability and the solidness of the price.
- The markets readiness (=life cycle model) etc. The earlier part of the life cycle model the product base is the better base it is to predict the markets steadiness. In the end of the life cycle model the risk of price descend grows, which complicates the start up companies structure profitability. (Rope 2005, 86)

In addition to the potential customers the companies should identify all of the competitors from the same field of work and from the same market area. (Raatikainen 2006,91)

Surveying helps to clarify which factors will be used to stick out from other competitors. With good industry knowledge you can gain significant advantages from the competitors.

It is important to grasp the issues in the industry first and foremost where the competition is or could be.

The selection of competition dynamics, understanding and knowledge of the objectives of the competitors is very important. (Hiltunen ym 2007, 19)

The perceiving of the company's future opportunities and the company's vision is very important, since with a longer run analysis the scope is to examine is there new entrepreneurs arriving in the industry and is the room to develop in the future. A good tool for this is the competition and competitor analysis. (Raatikainen 2006,91)

Competitors are divided to four different groups: company's core competitors, marginal competitors, demand competitors and potential competitors.

Core competitors and marginal competitors offer similar kinds of services or equivalent services which operate in the same area. Demand competitors satisfy the same customer needs but with different services. Potential competitors' are what they sound like, in other words, potential competitors in the future. (Hiltunen ym 2007, 19)

1. In the competitor and competition analysis the next questions are looked into:
2. What are the competing companies?
3. How has their sales developed in the last few years?

4. What are the strong and weak points of the company?
5. In what direction are the companies developing?
6. Are the new companies joining the business? What are they like?
7. What are the strong and weak points of the upcoming companies?
8. How will the competition develop in the coming years?
9. What conclusions should be made from the answers to the last questions?

(Raatikainen 2006,91)

Company must use the promotion mix to succeed in marketing which are advertising, sales promotion, personal selling, public relations and direct marketing. (Kotler, Amstrong 2007, 432)

3.4.7 Other plans

Other plans that can be used are the product development plan, production plan and human resources plan. These are usually done when the company is already in function.

3.4.8 Financial plan

The financial plan includes information about productization and different kinds of budgeting calculations.

Productization means that the product or service is made as easy as possible for the customer to buy and to use. The product must fit the needs of the customer. Experts often think that productization starts from what the entrepreneur can do and ends in what he can't do. Productization is from the entrepreneur's angle taking care of that the situations don't lead to unorganized chaos. For the customer it means that he knows what he is buying. (Hiltunen ym 2007, 47)

Raatikainen has pictured in his book that the company's products and services with an onion model, which is layer after layer the onion is growing bigger and more pretentious. The core of the onion is the foundation product called the product blank, which is used to increase marketing and this is how a ready service or product is brought into markets. (Raatikainen 20011, 84)

Most of the entrepreneurs' capital goes to essential machines, equipment and premises needed for the business which are called the fixed assets. These basic purchases are called investments. Fixed assets investment calculations should express realistic expense data as follows:

- Business premises
- Machines and hardware
- Equipment and means of transport
- Movable and decoration

The most important start-up entrepreneur's calculations are investment and working capital necessity calculations and also the funding necessity calculations, covering necessity calculations and the yield plan. Investment and working capital calculations help to set a cost for establishing the operation. (Raatikainen 2011, 131-134)

An operating budget is prepared when you are ready to open for business. The operating budget will reflect your priorities in terms of how you spend your money, the expenses you will incur, and how you will meet those expenses (income). The operating budget will include additional investment or loans necessary to cover the first six to nine months of operation. (Fullen, Podmoroff, 2006, 134)

That the business is profitable, business operations profits must be larger than the expenses in a long run. For the company to succeed in the markets it must be profitable, because the company becomes competitive and could outperform the requirements which the different stakeholders direct to them. (Virtuaaliamk 2013)

Productiveness action requirements clarifications occur by counting the sales margin necessity, making the sales and sales margin budgets and also with combining them to a profit budget. (Hoffren 2006, 28)

For a company to succeed a brand has to be built. It takes a lot of time, marketing to the right customer group. This can be succeeded by marketing, hard work, sustainability, understanding customers and successful public relations.

"Building a brand is about consistency. Every company, once it assumes a brand identity, has to live with the moral consequences of that identity. A brand is a promise and you have to keep your promises. (Wheeler, Smith, 2002, 63)

gross margin needs mean the products or services difference between the selling price and the purchase price. In the company's income statement the sales margin tells the sales and variable costs difference. The sales margin must cover all of the company's expenses that the business is profitable. A simple tool for counting the sales margin is to find out how much the company must sell that the company makes a zero result, which does not have wins or losses. (Raatikainen 2011, 134)

3.4.9 Evaluating the risks

Risks are used to survey damages or threat of losses and other dangers. Company actions contain a lot of risks. Most commonly risks are classified by following:

- Business risks
- Property risks
- Crimes
- Interruption and addiction risks
- Personnel risks
- Damage compensation demands

(Raatikainen 2011, 102)

Many small companies are not aware of all business activity risks and because of this they go unnoticed. All of the insurances must be in order when the company is added to the market registry. Risk analysis is a good tool for composing the risk of business practice. It is used to categorize the businesses functions and to clarify how risky they are. Also it is used to determine the probability of risks to occur and to think about ways to prevent them from happening. (Raatikainen 2011, 104)

3.4.10 Summary of a business plan

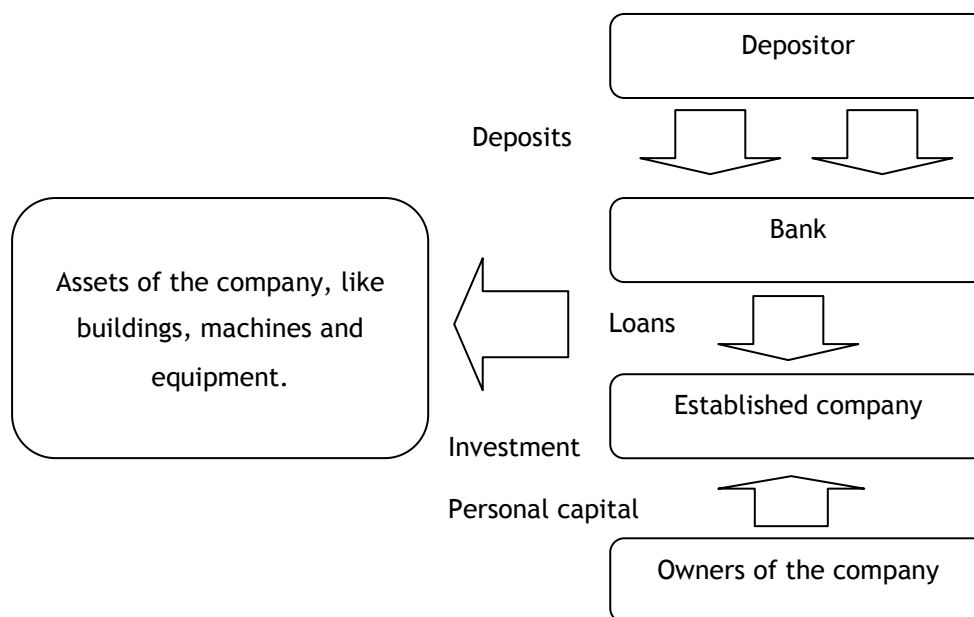
The business plan summary part is supposed to compile a short summary of the business project, in other words, to tell what it is about. It should also tell what are the supporting factors leading to success of the project and the possible factors supporting failure of the project. (Hoffren 2006, 38)

3.5 Owners and investors

The key role of the owner is to be the owner and founder of the business idea and to act upon it. Investors are helping in starting up the company, which fund the company in its whole livelihood stage. Founders finance the company with investing capital with the terms of capital and with terms of foreign capital, which is meant to be used for company funding. (Isokangas, Kinkki 2003, 64- 67 & Viitala, Jylhä 2006, 63)

The willing investors wait that the business idea is profitable and its activity continues for a long time. (Isokangas, Kinkki 2003, 64)

The financing markets functionality is taken care of different kind of institutions which are specialized in financing like banks. Funding flows related to company establishing are often following a basic chart as follows.



Picture 1: Established company's investments and their funding. (Niskanen & Niskanen 2007, 9)

The founder can practically start business from scratch without their own capital or investment, but it is still easier to start if it is possible to invest a moderate amount of capital like 30%-50%. Equity can be money or other valuable assets. (Hoffren 2006, 24)

3.6 How do investors examine the business plan?

It has been noticed that the business plan sets good ground in funding discussions. Investors are interested in the future of the company and also its success possibilities, which the investor aims to estimate with similar inspections and questions as the business plan has gone through. When the business plan has a realistic plan and goal it significantly eases dealing with problems and activities. Company funders pay attention to the next key questions:

- **Company management:** Qualified management fixes mediocre ideas to profitable activity, because not even a good product sells by itself. A company perceived in the business plan and its future must cope with the possibility for the management to carry it out.
- **The service or product must have markets for the long and short run.** Investors tend to inspect the business plan from their own sources, therefore the sales goal must be verified.
- **It adds interest if the business idea or service has personal features,** which makes it stand out from competitors and they should always be brought forth. One has to

remember that investors have several companies in the same branch as customers and they avoid funding competition because of risk management.

- Focusing in resources: Especially dividing small companies' resources to many separate businesses does not awake the interest of investors.
- Keep the investments in a reasonable level: Growth goals cannot be over scaled compared to companies or its owner's resources. It is wise to make a sensible investment targeting in keeping the finance on a healthy basis.
- A profitable business: The profitability of the company must be realistic and comparable with the normal level of the area of business. Big offsets demand strong justifications. Also the quick increase in profitability is not credible without clarification in operations used to leading to them. (Miten laaditaan hyvää liiketoimintasuunnitelma Business Plan 2001, 167)

4 Jobbox Business plan

4.1 Abstract

Jobbox is an internet job advertisement service which is scheduled to launch in June by the entrepreneur Aleksi Vainio. The service will be chargeable for employers but free for job seekers. The capital of the company is planned to be 3000€ and a loan of 27000€ is being searched for from banks and investors. A business plan and marketing plan will be done to support the beginning of the company.

The selling point of the website is the simple and user friendly interface compared to the competitors. 10000€ will be invested in to the website and they will be easy and fast to browse. The websites service promise comes from the wishes of the customers and Jobbox pursues to meet the desires and orders of the customers fast and reliably.

It is Important to make different kinds of budgets, analyses and calculations to support the business and marketing plan, that the entrepreneur is aware of the coming expenses in detail. The next budgets and calculations are for example the gross profit calculation, investment calculations, marketing budget and the cash flow statement.

4.2 Starting situation

4.2.1 Company information

Jobbox is only a company name at the moment, which business idea is to offer job advertisement services to it's customers from a website. The business plans idea is to attract

external investors so that the business idea could be carried out or alternatively to acquire funding from a bank.

Name of the company: Jobbox

Location: Jobbox is a website. Office locates in Espoo, Finland.

Area of business: IT applications and staff agency for employers.

Revenue goal: 80 000 €

Staff: management: Aleksi Vainio (founder), marketing: 1, sales personnel: 1-2.

Premises: Jobbox is a website but the offices are situated in Espoo. Jobbox's customers by the services through the website or by customer service. Sales personnel work from the office or by telecommuting from home. They sell the job advertisement packages by phone to potential customers.

4.2.2 Owners information

Name: Aleksi Vainio

Work experience: 1 year as an entrepreneur. Recruiting work for 2 years.

Financial resources: Opportunity to invest 1000€-2000€ a month to Jobbox.fi website. Take a loan for 27.000€ from investors or a bank.

Motive: "I want to bring an opportunity for the young and inexperienced to find a job and pursue a career from a website in an easy way. (Vainio, 2013)

4.2.3 Birth of the business idea

The founder of the company has business activities which concentrate to household cleaning product sales. Business activity has increased all the time and the company has continuous need for hardworking and ambitious employees. These are the key elements used to increase business activities and growth of the company.

While recruiting new employees the founder noticed that there are several different kinds of recruiting websites, which had clearly room for improvements. From this the founder got the idea for a competing website that stands out from others with user friendliness and simple user interface.

The founder found out about other websites structures and saw that the idea had potential. After constant inquiries and a lot of positive feedback he pushed forward with Jobbox. The concept is similar with the competitors, but the structure is kept as simple as possible and easy to use. The founder believed in the concept from the start and that's how the project moved forward and is now looking for investors.

4.3 Operational environment and development view

The customers will be all employers, job seekers and advertisers from all areas of business. Customers will be reached by advertising Jobbox in schools and fairs, also by search engine optimization and internet marketing. Fairs are a brilliant way in finding customers, partners and create visibility for a company. With using Google's search engine optimization Jobbox will be seen in the first few results while searching job advertisement services from Google. Nowadays almost everyone is using Google while searching for interesting jobs from the internet and this is why search engine optimization is important. Other advertisement includes banner advertisement, Facebook advertisement and radio advertisement mostly focusing on youthful radio stations. Straight marketing and sales are important for Jobbox and the staff must mostly consist from salespersons who sell job advertisement packages straight to employers.

Jobbox's competitors are all of the recruiting websites that offer similar services or work in the same business. The service pursues in being an inexpensive, functional and immaculate whole for employers and employees.

One of the competitors is www.mol.fi website that offers it's customer a lot of different kinds of work choices. Mol is targeted to serve all job applicants and they offer jobs all around the globe. Its big advantage is that it is free for employees and employers, but on the downside it is very clumsy and even irritating to use.

Barona is another important competitor, because it is used a lot by the youth to find their first job. They advertise a lot in schools and offer jobs without the need for job experience or knowledge. Barona offers a lot of roadie and security guard jobs and training.

E-jobs offers a lot of the same features then Jobbox will offer. The website is targeted to all businesses and to all ages. The service is free for employees and sells chargeable packages for employers. Is has around 1000 jobs available at the moment from 600 different employers.

JustRecruitMe is a youthful and innovative job advertisement service. CV's are improved by attaching introduction videos to them, which are shown to employers and give a lively picture of the applicant. JustRecruitMe also arranges trainings and rents speakers to companies who need them.

Academic Work has a lot of the same features then Jobbox. On the website you can leave a CV for employers or search for jobs. Academic Work also rents personnel to companies. Aca-

ademic Work has 14 years of experience in staff renting and has a loyal customer base. Academic work has similar focus groups like young adults that don't have a lot of work experience. Jobbox will use its unique user interface and handy website for its advantage.

After this brief competitor survey it can be noticed that the closest competitor to Jobbox is E-jobs that offers the most similar services. Advantages used against E-jobs are the graphical interface and the user interface of the website. Jobbox targets to offer an easier way to browse through jobs and to leave a CV. Jobbox's prices will be cheaper than E-jobs and it will offer the services more effectively and faster.

4.4 Vision and main objectives

Vision is to start up a job advertisement service website that is more straightforward to use than the competitors. Jobbox will concentrate 100% to user friendliness when ever looking with a tablet, smart phone or a computer. Jobbox strips off all of the unnecessary tabs and concentrates in serving customers for their needs. Vision starts from customers and their needs, so the industries demands and trends will be carefully followed.

In the first year of business it is important to get a steady flow of cash flow that the loan can be paid. The loans would be advisable to pay in 2 years after they are taken. The entrepreneur should limit the salary he lifts in the first few years or not take salary at all that the funds could be targeted to marketing and updating the website. In the beginning the cash flow is low and the risk of bankruptcy is big. When customers are brought to the business and the cash flow is steadier the risk of bankruptcy lowers and it would be advisable to hire a few more employees. All of the extra money should be placed in marketing and upgrading the user interface, because employees and employers are the only things that bring money to the company. The first years realistic sales is targeted to be 50.000-80.000€ and at least make a zero outcome. The loans could be halved or even paid back.

The years 2-5 are critical for the survival of the company and show if the company will succeed in the business. Customers and partners need to grow for the sales to grow and to make the company well-known on the markets. The personnel should grow steadily to match the growth of the company, but over recruiting needs to be avoided. Add-ons and integrations should be updated to the website constantly, that it answers the demand of the customers and trends. This kind of business the marketing is essential and it should be improved constantly. Marketing must be efficient, concentrated, it must stand out from competitors and it must be seen interesting in the eyes of the customer. A realistic increase in staff is 2-5 people a year and a growth of 100.000-200.000€ in sales for the years 2-5.

4.5 Business idea and strategy

The business idea is to set up a job advertisement service website. The website reaches all target groups from different professional fields and also students nationwide. The website has a CV-bank where the CV can be stored and it can easily be updated and sent to employers. The front page has a map of Finland which shows the all of the job opening from each city. The websites on the market can be complicated. Customers can have problems browsing job opening because of the complex graphics of the sites. The founder wants to bring a change to this and bring a user-friendly interface to the website.

Business idea model is used to describe the business project. Business idea model has listed the basic knowledge and information of the founded company. Business idea model includes a description about the business project.

<u>Benefit for the customers</u>		<u>Image</u>
Jobbox offers its business clients an ease in finding employees and hiring them. For the job applicants it offers the ease in finding a job for students from all educations and for recently graduated students.		Jobbox website is easy to use, simple and national. With help of the CV-net it is easy and fast to find employees and job opportunities.
<u>Customers/Customer groups</u>		<u>Services</u>
All of the possible entrepreneurs who need personnel. Students who need work practice, thesis work or summer jobs. Recently graduates and highly graduated students. All of the possible companies who need banner advertising and visibility for their company.		Jobbox offers a chargeable job advertisement service and CV browsing service for business clients. For job applicants it is an easy and simple website that contains jobs nationwide. Students have their own tab on the website where you can find all of the job advertisement for students and job trainings.
<u>Ways of operating</u>		
<u>Leading values:</u> The simple and easy way to find a job or an employee. <u>Marketing:</u> Marketing is done by phone to company clients and with use of advertisement in different sectors. <u>Pricing:</u> Job advertisement packages are priced and easy to find from the website.	<u>Logistics:</u> Customers use the website to buy the job advertisement packages. <u>Economy and administration:</u> Handled by the owner. Bookkeeping and taxation is handled through an accounting company. <u>Management:</u> Handled by the owner.	
<u>Resources of the founding</u>		

company		
Physical Office in Espoo, which has the needed machines, equipment and phones to operate.	Financial Funds: 3000 €, Debts: 27 000 € Collateral, Needed capital: 27 000 €	Mental Owner works as the superior, who takes care of recruiting the employees.

Table 1: Business idea model

Hoffren business idea model was used to describe the business idea model. (Hoffren 2002, 10-12)

The company's strategy is based on realistic investments and the ability to pay back the loans in a fair amount of time. Product development concentrates on the needs of the customers, so the website will respond to the latest trends in the business and the website would be as comfortable to use as possible. With networking and visiting fair exhibitions Jobbox reaches new partners and customers. Partners are also reached by direct marketing and sales. With reasonable pricing compared to the competition, Jobbox is a good alternative from the competitors on the market.

4.5.1 SWOT analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> - fresh and innovative - social skills - thrill to succeed - hard work and motivation towards the job - job seekers can be always found 	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> - become the leading company in the business - upgrade and expand the website in the future - get partners and expand the range of products and services - more employees and growth in sales
<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> - budget and the float is small - a lot of competitors - few partners - short experience from the business - if the marketing budget is too small to bring Jobbox out to the markets 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> - economy - health reasons (for example. Burn out) - depression - competitors - over supply in recruiting business

Table 2: SWOT analysis

Strengths are the freshness and innovativeness of Jobbox that wakes up the interest of employees and employers. The recruiting business is a place where employees and workplaces don't run out and that's why new websites are needed all the time. If the service and user interface is in place there should be no problems in succeeding.

There are a lot of opportunities and potential for the website and the aim is to become the leading recruiting website and be an example for others in the future. When the website moves forward steadily, it can be expanded and extra services can be added to support the growing company. The growth of customers and partners is a long range mission but these are the things that will bring growth to the company.

As weaknesses can be seen the small budget that sets limits to marketing and to the producing of the website. This can be seen as slow sales growths and customer streams. Jobbox must succeed perfectly in marketing and it has to be targeted to the right place that the introduction of the service will work out as planned. The competition is fierce in the business and there are dozens of similar services and a lot of them are built with large budgets and they do not show mercy to competitors.

A threat is the small budget that can lead even to bankruptcy if the expenses and losses are not handled. It does not leave a lot of room for mistakes. Jobbox must stand out for its advantage and it must offer services and reasons for the customers to pick it from all of the competitors. There are a lot of competitors in the business and everybody is trying to offer a cheap and high-class product for the customers. The depression can be seen as slow economic growth and can complicate the applying for the loan, because banks and investors are more careful in admitting loans. As an entrepreneur one must be careful not to drive into burn out. A long sick leave would be catastrophic for a small company. Time must be given to

4.6 Marketing plan

4.6.1 Markets

Mass marketing costs are rising even though mass marketing effectiveness is falling. As fewer people pay attention to TV commercials - either ignoring or zapping them - TV networks are raising their prices. This will force marketers to find more effective media. (Kotler, 2004, 7)

Marketing strategy is based on four key elements, they are the products, price, promotion and distribution. (Westwood, 2006, 47)

The recruiting expert's estimate that in the future the recruiting business will be even more electronic than now. Many job seekers have their profiles in the internet and the recruiting companies will be even more active recruiting on the internet in the future. Also employments are estimated to change to more project based lengths, which will add to the amount of active recruiting on the internet. (Rekrytointiala tulevaisuudessa)

Experts estimate that in the future the social media will increase as a recruiting channel. Videos and for example Skype was seen as a new potential when even the interviews could be done over seas. Facebook and LinkedIn were seen as even more important channels of recruiting. (Rekrytointiala tulevaisuudessa)

Jobbox's marketing district will concentrate to Finnish markets. The website will be only available in Finnish. The recruiting industry has grown explosively in the last few years and there are a lot of pursuers in to the business. This is mostly because the job seeking process has electrified. The new companies must bring themselves in to the open through marketing, because few large companies cover most of the market and are familiar to employers. As a positive side, the amount of employees and employers does not end and the quantity and versatility of the websites brings a lot of choices for the job seekers.

For an example search engine optimization from the page webmarketing.fi is 590€ + VAT, which includes 10-15 hours of optimization work. This will get Jobbox more customers and the search engine optimization websites promise even a 1000 % to 10000% increase in website traffic. When familiarized in search engine optimization this could be done by oneself, but it takes a lot of time and orientation to learn search engine functions. Another brilliant marketing channel advertisement by webmarketing.fi is "Facebook campaign advertising", which in the company just needs to choose how much to invest in it and this displays how much work will be done to it. The company can invest for example 160€ + VAT + Facebook marketing costs (duration 2 months) and the web marketing handles the rest. The execution and upkeep is included in the price, but a service fee of 60€ + VAT + Facebook marketing costs are added after 3 months for every month to come. It also includes the advertisement design, campaigns focus to a certain customer group and monthly reportage of clicks and displays of the advertisement. The reportage is delivered to the customer every month. This is the best option if the company wants to increase their visibility on the markets. Facebook automatically chooses the best advertisement and the price amount charged by cost per click model never exceeds the company's monthly budget. "The Facebook marketing in Finland is cheap, on an average the CPC (cost per click) is about 0,25€ per click". (Facebook-markkinointi)

Another choice is banner advertising but it has to be small and effective. It is most likely not the best way to advertise a company nowadays, because in Finland the banner advertising is very expensive and if concentrated to the wrong place it is very inefficient and unprofitable.

Radio marketing is affordable in small radio stations ranging from 40€ per 30 second commercial to even 100-1000€ per 30s commercial.

4.6.2 Sales objectives

Service (customer group)	Year 2013-14	Volume	Year 2014-15	Volume
Company client	20 000	10-50 pcs	40 000	14- 100 pcs
Banner advertising	6000	12- 30 pcs	10 000	20- 50 pcs

Table 3: Sales objective table

The table has calculated the sales objectives for 2 years. Sales objective indicates figures came from the 2 year cash flow table. The table has analyzed offered services and estimated the amount they will bring sales per year. On the first year 20000€ has to be made by selling job advertisement packages and because the packages differ in price there is not an exact volume count. The table also has the estimate for banner advertising income.

4.6.3 Organizing the marketing

Marketing will not have a separate person for at least the first year, because even one extra employee brings a lot of expenses to the company. The employees will be concentrated in sales. The CEO must agree and modify the marketing plan. The CEO can take care of the marketing for the first year based on the marketing plan and could train the sales personnel by himself. If the sales persons hired are good they only need to be acquainted with the product.

4.6.4 Marketing budget

Marketing budget 20000€

June	July	August	September	October	November	December	
Search engine optimization							
Radio Nova x4	Radio Nova x4	Radio Nrj x10	Radio Nrj x10	Radio Nrj x10		Radio Nova x5	
Facebook		Facebook		Facebook		Facebook	
2 531 €	1 600 €	2 920 €	2720€	2 920 €		2 300 €	
						20 000 €	Left from budget
						-14991 €	5009

Table 4: Marketing budget for 20000€

The table shows suggested examples for the business with in the budget of 20000€. The table shows that Radio NRJ and Radio Nova are good examples because of their age group. Radio Nova's target group is 25-45 year old young adults. (Radio Nova-wikipedia 2013).

Radio NRJ's target group is 15-34 year old kids and adults and it reaches 495 000 listeners every week. (Wikipedia 2013)

- Facebook advertising for 2 months about: 200€ + Facebook's fees (webmarketing.fi)
- Radio Nova's prices range from: 300-500€ depending on time of presentation
- Search engine optimization: 731€ (webmarketing.fi)
- Radio Nrj 30 second spot basic price: 272€
- Mtv3 front page panorama advertisement: 6000€ / week (Uusimaa)
- TV channel advertisement campaigns range from: 10.000€-50.000€
- Back seat cover for buses 14 days "metropolitan" package costs: 14016€. Whole back end of bus "metropolitan" package: 13791€.
- Tram poster 14 days: 6788€
- Back window advertisement for a taxi 14 days: 2520€
- Bus stop side: 3344€

Price list can be found at www.jcdecaux.fi/fi/hinnasto.html (prices include VAT)

4.6.5 Developing the competition means

As a competition mean Jobbox has its simple user interface and user friendly website. The website will be created as attractive and pleasant as possible. The marketing will target the right customer group from the start. Jobbox's product, job advertisement packages, will be priced attractively and a bit more cheaper than its competitors. The customer service must be outstanding and the customers will be served efficiently. Jobbox's marketing communication works together with the product marketing and this is how Jobbox will get well-known. Also the recognizability will be increased by advertisements and marketing events. Visiting the business fairs is important that people get to know Jobbox and its products.

4.6.6 Services

Job advertisement packages will work as the core product of Jobbox and also advertisements will bring cash for the company. Companies buy job advertisement packages because they have a need to outsource their recruiting needs that they will not need to use their own staff to handle it. The easy and fast task of leaving the job advertisement works as a great sales argument for Jobbox. The simple and easy-to-use interface works as the advantage of the website and this will be mentioned in advertisement and when contacting companies. Jobbox has to follow the growing business and needs to act upon it when marketing and updating the website.

4.6.7 Pricing and terms of sale

Prices will be compared to competitors and set lower, this is how Jobbox draws attention of its customers. Many people look just at the price when buying products. Price levels are followed carefully and development of the market is examined that the price advantage remains. Jobbox's competition advantages are the simple and logical job advertisement packages, cheap prices and the effective customer service. The constant and big clients should be noticed and they should receive discounts from job advertisement packages. The discount convention works that the clients can get a larger advertisement package for the price of the smaller one, or they can receive extra advertisements. It is important that the big clients are noticed and the customer service works flawlessly, but this must work for all clients of course.

You should treat your "A" list customers like family - because they are more profitable to your company and they help you maintain your sanity. "A" list customers spend more, buy

more frequently, refer your business to others, happily complete customer questionnaires, give you names for your referral list, and are pleasant people overall. (Levinson, Hancock. 2007, 101)

4.6.8 Communications and sale channels

The image and corporate image will be popularized by marketing. The website is supposed to give the customer the ideal first impression that is user friendliness and functionality. Extra attention will be given to communications for the first 6 months and in this time Jobbox will be made well-known that attention to marketing can be lowered after the first 6 months. Advertisement tools are radio, news papers, internet, fair exhibitions and direct marketing. Sales channels are created when selling job advertisement packages, direct marketing to companies and marketing to customers.

Companies that can sell direct to their customers and prospects enjoy a considerable advantage. They don't have to pay commissions to intermediaries or lose sight of who is actually buying their products. They don't have to fill the intermediaries' pipelines but base their production more on what's directly coming in as order. (Kotler, 2004, 100)

4.7 Financial plan

The intent is to invest 10000€ in establishing Jobbox. The equity share is 3000€ at the moment. The needed borrowed capital is 27000€ and funding is being searched for. The marketing expense is going to be 10000€-150000€.

4.7.1 Calculations

Calculations that were made for Jobbox were the investment calculation, 2 different pricelist for the website, yield calculaton, financial calculation, investment choice calculation, sensitivity analysis, balance sheet calculation, cash flow statement for 6 months, 2 years and 5 years. These calculations will remain unpublished by the request of the client.

4.8 Evaluating the risks

Risk	Probability	Avoid risks
Low visitors on website	9	Search engine optimization to Google
Low amount of customers	7	Effective marketing
Too many competitors	4	Be unique
Attacks on website	6	Virus software
Telecommunication break	4	Contact the website maker (vilpperi)
Problems with computers	3	Fix it or buy a new computer
Wrong content on the website and problems with user interface	2	Contact the website maker (vilpperi). Fix the problem.

Table 5: Risk table

The biggest challenges for websites are to get enough visitors. The task to avoid this risk is to do search engine optimization to Google, because this is the best way to get visitors for a website.

As the second risk is the chance of not getting enough company clients, which leads to make losses. The chance of this risk is big in the first few months of the website. To avoid this risk the marketing and advertising of Jobbox will be effective.

As the third risk are too many competitors. To avoid this Jobbox will try to be unique and stand out from competitors.

As the first fourth risk are the attacks on the website and viruses. This can be avoided by virus programs and a high security level of the website that protect the website from intruders who might try to capture it.

The software and content problems of the website is fairly low. If there are problems with content the website maker will be contacted and the problem tackled.

4.9 Summary of a business plan

Jobbox offers job advertisement services for its customers. The websites starting point and competitive advantage is the user friendly and simple appearance. The meaning of the business plan is to perceive the company's vision and business idea, make cost estimates, and view the markets and customers and also to create a marketing plan to support the business plan. The company works as a trade name at the moment. Aleksi Vainio is the founder of the company and he works as a retailer to RTS Direct Ltd, which works in house hold product retailer.

The idea for the new job advertisement service came when the founder saw the problems and complications in the other websites. Jobbox will concentrate 100% to user friendliness whenever surfing on a tablet, mobile phone or a computer. Jobbox has taken away the unnecessary tabs and concentrates in serving the employees and employers as they wish.

The purpose is to use 10000€ to establish Jobbox and 20000€ to marketing. The service will be marketed with straight marketing and advertisement campaigns, which are targeted to the right target groups. Jobbox's marketing area is the Finnish markets. The website will be only in Finnish at first. The recruiting business has grown explosively in the last few years and there are a lot of companies joining the business. It is mostly because the whole job seeking process has moved to the internet. Jobbox's customers will include employers, employees and its partners. Customers will be reached and surveyed through fair exhibitions, schools, search engine optimization and marketing campaigns.

There are a lot of opportunities and potential for the website and the objective is to grow to the leading company in the industry. When Jobbox has developed enough it can be expanded to other fields of business which brings more added value and potential for it.

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